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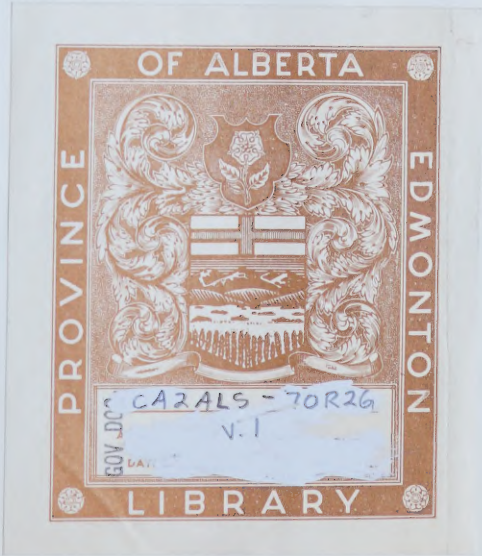
REQUEST FOR PROPOSALS DOCUMENTATION

SINGLE MEN'S HOSTELS

DEPARTMENT OF SOCIAL DEVELOPMENT

JUNE - NOVEMBER, 1970



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INTRODUCTION

In June, 1970 the Honourable R. A. Speaker, Minister of Social Development for the Province of Alberta issued his Department's first major Request for Proposals for a Social Project. The purpose was to request interested and concerned individuals and organizations in the non-governmental sector to submit proposals for the provision of essential services, special classification and rehabilitative services to single transient men in Edmonton and Calgary.

The Requests for Proposals set forth certain objectives to be attained and certain guidelines to be respected in the preparation of proposals and any subsequent provision of services. The Edmonton RFP called for the provision of basic and rehabilitative services to an average of 500 single transient men per day. The Calgary RFP called for the provision of similar services to an average of 200 transient men per day. Respondents submitting the best and most cost effective responses were to be offered a service contract with the Department of Social Development and the use of the Single Men's Hostel buildings and facilities in Edmonton and/or Calgary.

In order to administer the RFP process, a management group chaired by Mr. Preston Manning of M. & M. Systems Research Ltd. (Edmonton), was established by the Minister. Functions to be performed by the management group were to include:

1. Clarification of objectives and guidelines.
2. Consultation with persons and organizations affected by the RFP'S.
3. Establishment of evaluative and monitoring procedures.
4. Advertisement and distribution of the RFP's.
5. Provision of information to respondents.
6. Evaluation of responses received.
7. Making recommendations to the Minister.
8. Contract negotiations.
9. Documentation of the RFP process.

On September 10, 1970 six responses to the Edmonton RFP and six responses to the Calgary RFP were officially received. Each of these responses represented a sincere and considerable effort on the part of the respondents. A variety of ideas and plans relating to various aspects of the hostel services were put forward.

These responses were evaluated by the RFP Management Group established by the Minister. The main criteria used in the evaluation were:

1. The qualifications of the respondent.

2. The qualities of the proposal.

3. The probability of the respondent achieving the objectives of the RFP.

4. Estimated cost effectiveness.

Respondents were required to make an oral presentation of their proposals to a representative group of men utilizing hostel services. The reactions of this representative group were also evaluated by the Management Group.

On September 28, 1970 the Minister received letters containing recommendations from the RFP Management Group. With respect to the Edmonton hostel it was recommended:

1. That no contractual negotiations be initiated at this time with any of the respondents to RFP No. 1 (Edmonton).

2. That the Department of Social Development itself initiate a reorganization of the Edmonton hostel service to attain desired goals.

3. That an Advisory Group representing interested and affected parties, and required expertise, be established to assist the Department in carrying out this reorganization.

4. That the research undertaken to produce RFP No. 1, the various representations made concerning the Edmonton hostel service, and the O'Byrne Report, be utilized as basic material for planning any reorganization.

With respect to the Calgary Hostel it was recommended:

1. That contract negotiations be initiated with the principals

of Persona Care Limited to attain the objectives set forth in the RFP.

2. That, in the event a satisfactory agreement cannot be negotiated with Persona Care Limited, negotiations then be initiated with the Calgary Social Concerns Society.

On October 2nd, 1970, the Minister announced that the recommendations of the Management Group had been accepted. Officials of the Department of Social Development were directed to proceed with the reorganization of the Edmonton hostel service. Authorization was granted for contract negotiations to proceed in Calgary with the principals of Persona Care Ltd. These negotiations led to the signing of a Service Agreement between the Minister of Social Development and Persona Care Ltd., on October 30th, 1970.

This agreement calls for Persona Care Ltd. to provide

1. Food

2. Shelter

3. Rehabilitative services
   - classification system
   - counselling and employment service
   - referral system to other agencies and resources

to single transient men in Calgary in accordance with the guidelines contained in the Minister's Request for Proposals and the plans contained in Persona Care's proposal.

The service agreement is for a one year period. It also contains an option clause enabling it to be extended for a further one year if both signing parties are agreeable. The agreement and services provided will be monitored by the Department of Social Development. Payments made to Persona Care under the agreement will be in the neighborhood of $300,000.00.

In addition to the service agreement, a lease agreement pertaining to the Single Men's Hostel Building and facilities in Calgary was also concluded between Persona Care Ltd. and the Department of Public Works.

On November 16, 1970, Persona Care Ltd. officially assumed operational responsibility for the Calgary Hostel and commenced to implement its proposal.

The following pages document the various stages of the RFP process over a 24 week period from June 1 to November 16, 1970. Volume I contains the Minister's Requests for Proposals, the proposals received from the various respondents, the agreements concluded and other related documents. Volume II contains the Management Group's chronological correspondence file, memoranda, evaluation and progress notes.

It is hoped that the information contained herein may be useful:

1. To those involved in the development of more effective methods for dealing with the problems and potentials of single transient men in urban communities.

2. To those interested in the application of the RFP technique to the attainment of social goals.

Preston Manning,
Chairman,
Request for Proposals,
Management Group.

REQUEST FOR PROPOSALS

Concerning

OPERATION OF A SERVICE FOR

SINGLE TRANSIENT MEN IN EDMONTON

The Department of Social Development desires to contract with responsible persons and organizations to provide services to an average of 500 single transient men per day in the City of Edmonton. In requesting proposals from the private sector the Department wishes to achieve the following objectives more cost effectively.

OBJECTIVES:

Basic Services

1. To provide daily shelter and sleeping accommodation for a minimum of 350 and a maximum of 1000 single transient men in the City of Edmonton.

2. To provide two meals per day for a minimum of 350 and a maximum of 1000 single transient men in the City of Edmonton.

Classification

3. To develop and operate a classification system for single transient men in the City of Edmonton.

Special Services

4. To arrange for the meeting of special needs and the provision of special services for single transient men in the City of Edmonton, in particular:

   (a) To arrange for the provision of necessary clothing, drugs, medical assistance, optical and dental care, prosthetic repair, ambulance service, transportation, and special room and board for single transient men in need.

   (b) To effectively refer single transient men with special needs, problems, and potentials, to appropriate community resources and opportunities.

Research

5. To devise alternative methods for the classification, maintenance and rehabilitation of single transient men, which are more cost effective and more successful than present procedures.

GUIDELINES AS TO STANDARDS:

Proposals submitted in response to this Request for Proposal, and any subsequent project carried out by a contractor must be consistent with the following guidelines:

1. Shelter and sleeping accommodation provided must be to the following standard, or better:

   (a) Shelter and sleeping accommodation must comply with and be licensed under The Welfare Homes Act.

   (b) One bed for each transient man.

   (c) 75 sq. ft. of floor space for each transient man.

   (d) Adequate facilities for personal hygiene including deinfestation.

   (e) Maintain segregated facilities for those suffering from illnesses requiring segregation.

   (f) Maintain a basic standard of shelter and sleeping accommodation consistent with a reasonable level of health, well-being and decency for single transient men.

2. Meals provided must be to the following standard, or better:

   (a) Two meals per day in accordance with the standards set out in "Canada's Food Guide".

   (b) Standards of the Edmonton Board of Health must be complied with.

3. It is expected that the standard of basic services provided (accommodation and meals) will not significantly exceed the standard of basic services presently maintained. The objective in providing these basic services is to meet the existing need, but not to stimulate substantially increased demand.

4. Under normal circumstances, the services of the hostel will be provided to a transient man for a period not to exceed seven days at any one time, unless the hostel resident shows evidence of seeking employment. Discretion will be required in the application of this provision which is intended to ensure that the hostel does not become permanent accommodation for single transient men.

NOTE: It is the intent of the above guideline which is most important, not the mechanics of its implementation. If a better method of ensuring that the hostel does not become permanent accommodation for large numbers of persons can be developed, this would be received favorably.

5. With respect to the development and operation of a classification system, respondents are at liberty to propose whatever system they think appropriate to facilitate the satisfactory provision of basic services, special services and effective referrals.

Respondents should, however, refer to the Report of the Honourable Justice Michael B. O'Byrne (See Appendix G) which recommends that a classification system should be provided in the hostels:

(a) To assess the job capacity of transients in relation to the work available.

(b) To ascertain the need for medical or psychiatric care.

(c) To classify transients according to special problems (alcoholism, drug addiction, etc.)

(d) Specifically, to categorize the ill of alcoholism.

(e) To separate out those who belong in other institutions.

(f) To divide the men on the basis of age (with dormitories arranged accordingly).

(g) To distinguish between those who are in fact single, and those who have marital and domestic problems.

6. With regard to the meeting of special needs:

(a) New clothing must be provided only if required by reason of employment, the type and amount to be governed by the circumstances of employment.

(b) First-Aid supplies and usual non-prescription drugs must be maintained and supplied as necessary.

(c) Emergency medical, dental and optical care, prosthetic repair, and ambulance service, must be arranged.

(d) Transportation to and from employment and other special needs (such as special room and board) must be supplied when necessary.

(e) Burial expenses will not be the responsibility of the contractor.

7. It is expected that respondents will present specific plans for mobilizing non-Governmental resources, to meet the special needs of single transient men in the City of Edmonton.

   In addition, the successful respondent (contractor) will be authorized to act as an agent of the Department of Social Development for issuing Social Allowance to meet the special needs of single transient men in the City of Edmonton. In performing this function, the contractor will be required to adhere to criteria established by the Department for the issuance of Social Allowance, and will be subject to monitoring by the Department.

8. With respect to referrals:

   (a) A thorough knowledge, understanding, and commitment to the use of other community resources (public and private) is a requirement.

   (b) Referrals are to be effective (insofar as it is within the power of the contractor to make them so) - resulting in a fast and positive response to the needs of the men referred.

   (c) Men assessed as capable of employment must be referred to Canada Manpower for employment.

   (d) Special priority is to be given to the referral of:

      (i) Single transient men requiring attention beyond the scope of the hostel services, to other agencies providing the service required.

      (ii) Single transient men with alcoholic problems, to specialized treatment.

      (iii) Single transient men willing and able to work, to specific employment opportunities (in addition to referral to Canada Manpower).

9. The contractor must be prepared to guarantee:

   (a) The non-discriminatory provisions of services pursuant to The Alberta Human Rights Act.

   (b) The use of fair employment practices in dealing with employees.

   (c) The fair and humane treatment of the recipients of services.

10. Any capital assets leased to the contractor by the Government of Alberta (e.g. The Edmonton Single Men's Hostel Building, equipment, furnishings, etc.) must be maintained to present standards, and will be subject to periodic inspection by the Department of Public Works.

11. If any of the above guidelines can be shown to be inappropriate, alternative suggestions will be considered and may be accepted.

ADMINISTRATIVE GUIDELINES:

1. The following criteria must be met to establish a man's eligibility for hostel services:

   (a) Not supporting one or more dependants in his custody.

   (b) Without sufficient funds to purchase accommodation and meals.

(c) Age 18 years or over.

The following additional criteria as to eligibility require discretion in their application:

(a) No established residence in Alberta (12 consecutive months on a self-supporting basis in an Alberta Municipality immediately preceding application for hostel services).

(b) Employable (it is recognized that some unemployable men cannot be cared for elsewhere and should receive hostel services).

(c) Discretion must also be exercised with respect to persons who are ill, violent, or dangerously intoxicated, so as to protect the individual and residents of the hostel.

2. The Government of Alberta reserves the right to refer persons to the Single Men's Hostel for services, and the contractor must provide services to persons so referred. Any Government referrals to the hostel will be made through the Homes and Institutions Branch of the Department of Social Development.

3. The contractor shall maintain in full force and effect a comprehensive general liability insurance policy satisfactory to the Minister of Social Development. Because of the difficulties in specifying the exact nature or cost of this insurance until the identity of the contractor and the exact form of the lease and service agreements are known, respondents will not be required to provide details on liability insurance with their proposals. Assurance should, however, be provided that the respondent is able to obtain such insurance.

The contractor will also be required to maintain insurance satisfactory to the Minister on the contents of the building. Insurance on the building itself (as well as boiler insurance) will be the responsibility of the Department of Public Works. (See Appendix E)

4. The contractor will be expected to maintain a flexible system of repayment by those single transient men who have been referred to employment by the hostel. Repayment should be obtained for the cost of accommodation, meals and expenses incurred in meeting other needs. This obligation may be enforced in the event of the man's return to the hostel.

NOTE: The intent of the above provision is to deter exploitation of the hostel's special services, and to attempt to create some sense of financial responsibility on the part of those receiving special financial aid leading to employment. It is the intent of the above guideline which is most important, and not the mechanics. If a better method of achieving the intent can be developed, this would be received favorably.

5. Proposals submitted must include house rules to be observed by those using the services provided.

6. Generally, the contractor will be required to satisfy the documentation and record keeping requirements of the Department of Social Development, the Canada Assistance Plan and the Provincial Auditor. More particularly the contractor will be required:

(a) To complete and maintain a record of each single transient man served. (In order for a portion of the costs of this

service to be met through the Canada Assistance Plan, it is required that the record of each single transient man serviced contain some type of application for assistance and information to establish need.)

(b) To complete and submit (to the Homes and Institutions Branch of the Department of Social Development) a monthly record summarizing the services provided.

(c) To complete and submit (to the Homes and Institutions Branch) a monthly financial operating statement, and an audited financial statement annually.

The attached envelope (labelled Appendix F) contains samples of the various forms and documents presently used in operating the hostel service.

7. Proposals submitted must include an appeal procedure designed to provide an opportunity for any person dissatisfied with the operation of the hostel system or a decision of the hostel staff to have his grievance considered.

8. It is anticipated that sleeping accommodation and services in excess of that available within the Single Men's Hostel, Edmonton (see Appendix A), will be required in order to meet the objectives of this RFP. Arrangements for additional accommodation or services will be the responsibility of the contractor and must be described in his proposal.

9. If any of the above guidelines can be shown to be inappropriate, alternative suggestions will be considered and may be accepted.

FINANCIAL GUIDELINES:

1. The Government of Alberta is prepared to lease to the contractor the Single Men's Hostel building referred to in Appendix A.

2. The Government of Alberta is prepared to lease or sell to the contractor the equipment and furnishings contained in the Single Men's Hostel as described in Appendix B.

3. At present, supplies for the hostels are purchased through the Provincial Purchasing Agent and are exempt from Federal Sales Tax. Without this exemption, it is estimated that the cost of supplies for the hostels would be about 5% greater.

Forms and explanatory material dealing with Federal Sales Tax rebates to "certified institutions" are attached. (See Appendix G) Respondents should seek to determine whether or not they would be eligible for this rebate, as eligibility or ineligibility will affect the cost of their services.

4. The contractor, upon assuming responsibility for the hostel service, will be expected to purchase any existing stocks of usable supplies at cost. (The value of these stocks and supplies would not exceed $3,000.00.)

5. The contractor will be responsible for all maintenance to the said building, equipment and furnishings to the present standards. Proposed renovations or alterations will be subject to approval by the owner.

6. The contractor will be responsible for the payment of any and all taxes. (Government grants in lieu of taxes will not be charged to the contractor.)

7. A summary of operating costs to the Government of Alberta for the Single Men's Hostel, Edmonton, and the services provided therein is described in Appendix C.

8. Responses to this RFP should include budget estimates for the implementation of the respondent's proposal. It is expected that the bulk of the contractor's services budget will be committed to the provision of "basic services" (accommodation and meals). This is not to imply that the classification and special services objectives are less important, but it is anticipated that they can be achieved at much lower cost than the basic services objectives.

   An allowance of approximately $10,000.00 should be made for the attainment of objective 5.

   Budgets proposed should show some gain in cost effectiveness to the public sector through contracting the provision of these services to the private sector.

9. Responses to this RFP should contain a list of personnel requirements, wages and salaries proposed, and any sub-contracts proposed.

   NOTE: The contractor will not be required to hire or attempt to hire the personnel now operating the hostel services. He will, however, be strongly urged to give first consideration to persons already working in the hostels, when recruiting personnel.

10. Responses to this RFP should contain a clear statement of:

   (a) Terms proposed for acquiring the use of the capital assets of the Single Men's Hostel service in Edmonton.

   (b) Terms proposed for operating a service for single transient men in the City of Edmonton to attain the objectives of this RFP.

   (c) The schedule of payments required from the Government of Alberta to implement the proposal submitted.

   (d) Any additional terms desired in a contract for the provision of the required services (including the terms of any lease arrangement desired.)

11. The respondent should propose bonus and penalty clauses for outstanding achievement or non-achievement of the objectives of this RFP.

12. Every respondent must submit a bid bond for 10% of the respondent's proposed operating budget for the first year. The successful respondent (contractor) will be required to post a performance bond annually equal to 50% of the operating budget for the ensueing year.

13. If any of the above financial guidelines can be shown to be inappropriate, alternative suggestions will be considered and may be accepted.

GENERAL GUIDELINES:

1. This request for proposal is issued under the authority of the Honourable R. A. Speaker, Minister of Social Development.

2. Management responsibility for this RFP has been assigned to a Management Group composed of the following persons:

   Mr. P. Manning (Chairman)
   M. & M. Systems Research Ltd.,
   208 Confederation Building,
   Edmonton, Alberta.
   Phone: 424-0827

Mr. J. J. Watkins, Program Supervisor,
Department of Social Development,
109th Street and Jasper Avenue,
Edmonton, Alberta.
Phone: 429-5411, Local 48

Mr. J. W. Bateman, President,
Bateman Foods Limited,
8908 - 99th Street,
Edmonton, Alberta.
Phone: 439-0749

Mr. Manning's role is to serve as chairman and to provide needed RFP management expertise. Mr. Watkins represents the Department of Social Development, and is both knowledgeable and experienced in the field of providing services to single transient men. Mr. Bateman's role is to represent the public at large, and to bring sound business judgement to bear on the decisions of the Management Group.

The Management Group is responsible for distributing this RFP, providing information and consultation required by prospective respondents, evaluating proposals received, and making recommendations to the Minister.

3. An orientation meeting for persons and organizations interested in responding to this RFP, or substantially affected by this RFP will be held on the 26th day of June, 1970, at 9:00 a.m. in Room 312, Legislative Buildings, Edmonton. Prospective respondents are requested to attend this meeting in order to meet the Management Group, to obtain further information, and to obtain clarification of questionable points.

4. Prospective respondents may make arrangements to inspect the Single Men's Hostel premises by contacting

Mr. B. N. Pound,
Manager,
Single Men's Hostel,
10014 - 105A Avenue,
Edmonton, Alberta.
Phone: 424-6903

5. Proposals in response to this RFP should be submitted in quadruplicate, prior to 4:00 p.m. on the day of September 10th, 1970, to

The Chairman,
Request for Proposals Management Group,
Room 322,
Legislative Building,
Edmonton, Alberta.

6. It is anticipated that contracts (agreements) will be negotiated with the successful respondent by September 30th, 1970, and that the contractor should commence operations on November 1st, 1970.

7. It is anticipated that the Government will enter into two separate agreements with the successful respondent:

(a) A "Lease Agreement" between the successful respondent and the Department of Public Works with respect to the buildings and equipment.

(b) A "Service Agreement" between the successful respondent and the Department of Social Development with respect to the provision of services.

The intent of the Service Agreement will be to constitute the respondent as an "independent contractor".

From the standpoint of the Canada Assistance Plan the contractor will be regarded as a "provincially approved agency" (under section 2, ss k of the Act) and the hostels will continue to be regarded as "homes for special care".

The Department of the Attorney General advises that it does not "consider the operators of the Single Men's Hostels to be inn-keepers with the liabilities consequent thereon.

The method of operation of these hostels in not requiring a price to be paid by the transient for the accommodation provided, would not bring the operator either within the common law or statutory definitions of "inn-keeper"."

8. Unnecessarily elaborate brochures or other presentation beyond that sufficient to present a complete and effective proposal are not desired.

9. No proposal submitted in response to this Request for Proposal will necessarily be accepted. All proposals submitted become the property of the Government of Alberta. In the event that no single proposal is acceptable, the Government of Alberta reserves the right to synthesize the best features of all responses and to invite further proposals.

10. Proposals will be evaluated by the Management Group, which will then make a recommendation to the Minister. Criteria such as the following will be used in making evaluations:

    (a) Qualifications of the respondent for achieving the objectives proposed, including

        - relevant experience
        - social responsibility
        - financial responsibility
        - management capability
        - evidence of enterprise and initiative

    (b) Assessment of the proposal from the standpoint of

        - evidence of basic understanding of the work involved
        - evidence of originality and creativity
        - soundness of basic approach
        - quality of planning
        - quality of proposed inputs
        - adherance to guidelines
        - feasibility

    (c) Probability of successful achievement of objectives should proposal be implemented.

    (d) Estimated cost effectiveness of the proposal (i.e. an estimate of how much implementation of a given proposal will contribute toward the achievement of the objectives, per dollar spent on the project by the Government of Alberta. This estimate will include consideration of second order or indirect costs and benefits resulting from implementation of the proposal .)

11. Attainment of objective 5 of this RFP is expected to involve a program of research to be conducted by the contractor prior to November 1st, 1971. The end result of this program of research should be the development of improved methods for the classification, maintenance, and rehabilitation of single transient men, and a plan for the implementation of these methods. In developing improved methods, consideration should be given to the recommendations of the O'Byrne Report (see Appendix G). Responses to this RFP should include a plan for the attainment of objective 5.

12. Proposals must reflect genuine social concern and economic feasibility. They should contain evidence of consultation with those to be served by the contractor.

13. The Service Agreement negotiated with the successful respondent will be monitored by the Homes and Institutions Branch of the Department of Social Development. The contractor will be required to co-operate fully with the Homes and Institutions Branch in the discharge of this function.

14. The Service and Lease Agreements may be terminated for non-achievement of objectives or for failure to adhere to agreed upon guidelines.

15. Special allowances will be considered for uncontrollable factors in the provision of Single Men's Hostel services caused by deterioration of economic conditions. These allowances should be proposed by the respondent.

16. Inquiries concerning any aspect of this Request for Proposals are welcome, and should be directed to the Chairman of the Request for Proposals Management Group. Additional copies of this RFP may be obtained from the office of the Manager of the Single Men's Hostel, (10014 - 105A Avenue, Edmonton).

17. Individuals and organizations intending to make formal comprehensive responses to this RFP should so advise the Chairman of The Request For Proposals Management Group (208 Confederation Building, Edmonton), in writing prior to July 31st, 1970.

    In giving notice of your intention to respond, please designate one individual (name, address, phone number) as the contact to whom the Chairman should address any further communications.

18. If any of the above guidelines can be shown to be inappropriate, alternative suggestions will be considered and may be accepted.

ATTACHMENTS

Attachments to this RFP should include:

Appendix A: Description of present Single Men's Hostel facilities, and capital costs.

Appendix B: An inventory of equipment, furnishings and supplies (including a list of current suppliers).

Appendix C: A statement of operating expenses (including maintenance) for the Single Men's Hostel service .

Appendix D: A listing of current personnel employed in the Single Men's Hostel service.

Appendix E: Current Insurance Policy.

Appendix F: Sample records, documents, etc, currently utilized by the Government of Alberta in the operation of the Single Men's Hostel service.

Appendix G: Miscellaneous attachments including:

(1) The Welfare Homes Act
(2) Canada's Food Guide
(3) Provincial Board of Health Regulations Respecting Housing
(4) The Alberta Human Rights Act
(5) The Alberta Human Rights Act and Managers of Hotels, Motels, Restaurants, etc.
(6) The Alberta Human Rights Act and the Individual
(7) The Alberta Human Rights Act and the Employer
(8) Fair Employment Laws in Canada
(9) Single Men's Hostel Edmonton. Rules and Regulations.
(10) The Report of the Honourable Mr. Justice Michael B. O'Byrne
(11) Requests for Proposals and Social Contracts: A Strategy for Organizing Resources to Achieve Social Goals.
(12) Menus currently in use at the Edmonton and Calgary hostels
(13) Forms and explanatory material dealing with Federal Sales Tax Rebates to "certified institutions".
(14) An Act Respecting Social Development
(15) The Canada Assistance Plan (Act and Regulations)

NOTE: These appendices are provided for general information purposes only, and should not be regarded as complete or accurate in every detail.

To Follow:

1. The Management Group is currently preparing a chart showing all the agencies (public and private) presently connected with the hostel services in Edmonton .

   This chart, with an accompanying description of the present relations between these agencies and the hostel services, will be forwarded shortly as Appendix H.

   Respondents are expected to utilize this chart in planning their approach to the co-ordination of hostel services with other agencies, and the effective referral of persons with special needs to appropriate agencies and programs.

2. A draft Lease Agreement.
3. A draft Service Agreement. (contract)

A RESPONSE TO R.F.P. NUMBER I.

of the

DEPARTMENT OF SOCIAL DEVELOPMENT

of the

GOVERNMENT OF THE PROVINCE OF ALBERTA

DRAFT NUMBER 1

prepared for: Bissell Centre

dated: September 10th, 1970

OUTLINE.

I. Introduction

II. The Clients

III. Diagnosis and Classification

IV. Primary Services

V. Secondary Services

VI. Administration and Co-ordination

VII. Governing Authority

VIII. Finances

IX. Conclusion

Appendix A. - Staff Schedule

I. Introduction

This response has been drafted in spite of serious reservations about the applicability of the Request for Proposal concept to the area of social development. Beyond our very deep concern about the philosophy which such a concept reflects, we question the implementation of the concept in this specific instance.

R.F.P. #1 relates to no final goal. The request is for sub-system service rather than system service. This is inconsistent with previous experience regarding the effective utilization of the concept.

We believe that there is insufficient priorization (that is, dedication to the program as a social goal).

We believe that the results of any program will be insufficiently quantifiable, especially at the secondary and tertiary level to allow for any meaningful determination of "cost effectiveness".

We believe that the significance of "over-costing" as a general feature of the R.F.P. concept tending to increase costs has been greatly under-estimated.

Yet in spite of this, we have prepared a response. We have done so in an attempt to challenge the imagination of the government.

We do not believe that the value of men lies in their economic production. We do not believe that any man or group of men can be labelled the "dregs of society" and

forgotten, or maintained in existence but not in life.

With specific reference to the implications of this for single transient men in Edmonton, we propose a program which is, quite frankly, expensive. In addition to being expensive it would be time consuming to develop, even after a contract might be negotiated, particularly because the recruitment and training of qualified and desirable staff would be time consuming.

This proposal develops a program having three aspects. The first is the provision of what we call primary services (generally those services which are now being offered). The second is the provision of secondary services (supportive and rehabillitative programs). The third aspect is diagnosis and classification.

It is our belief that the job of classification and diagnosis, and the provision of "secondary services" are the two urgent necessities of any program designed to help single transient men. Such programs are also the most demanding in terms of staff and the least amenable to analysis in terms of cost effectiveness.

In other words, rehabillitation where possible, should be sincerely attempted and as many of the resources of the community as may be available should be brought to bear. But even where rehabillitation is not possible, there is a responsibility to provide an environment and a program which will make the lives of the men more human.

A proposal which effectively denies this is unacceptable to us.

II. The Clients

In considering the operation of the Single Men's Hostel, the "clients" are of primary importance. The proposal embodied here is based on the following:

a) that the population being served comprises single or separated men between the ages of 18-65 years. Men over 65 years of age will not be served except on one occassion, while permanent residence is being arranged;

b) that the men have no permanent residence;

c) that the men are unemployed and indigent;

d) that the men have no contagious or active communicable diesease;

e) that the men are ineligible for any specialized assistance from any levle of government by virtue of disability, service to the community, education or training, or any other exceptional circumstance. (Men eligible for specialized assistance will be accomodated only until arrangements have been made for them to receive such assistance.)

It is proposed to accomodate the men on a permanent or semi-permanent basis if they are unable to obtain or to hold a job or to do work whereby they establish their own "financial independance". Such circumstances seem prima facie evidence that sustained help in an understanding environment is necessary. To evict such men serves neither the men nor the society into which they are thrust.

It is proposed to provide special accomodation for men suffering from intoxication or symtoms of drug dependency, and to accept such men as a matter of course.

It should be recognized that clients or tenants meeting

all of the above conditions are yet of two types. On the one hand there are men who substantially subscribe to the values of society as a whole, and seek to cope with it. They are therefore transient in the proper sense of the word. That is, they are passing through the hostel, or pausing, as they go toward, or look for, their current niche (i.e. a job). On the other hand, there are men who have dropped out of society. They cannot or will not cope.

Rather than being two groups, these positions represent "extremes" on a continum.

In serving such a population, two general types of needs must be met. The first need is for primary services (shelter; food; clothing; medical, dental and optical treatment). The second need is for less tangible, secondary services.(i.e. legal aid, personal counselling, etc.).

But the "delivery" of both primary and secondary services to the clients involves a "customized" package. In one or more ways, every man differs from every other. In order to develop a customized package that fits the individual, it is necessary to understand the factors which have moulded the man.

III. Diagnosis and Classification

The act of understanding the factors which have moulded the man is the act of diagnosis. The act of relating the factors in a composite description is the act of classification. Ideally, diagnosis and classification precede the delivery of any service

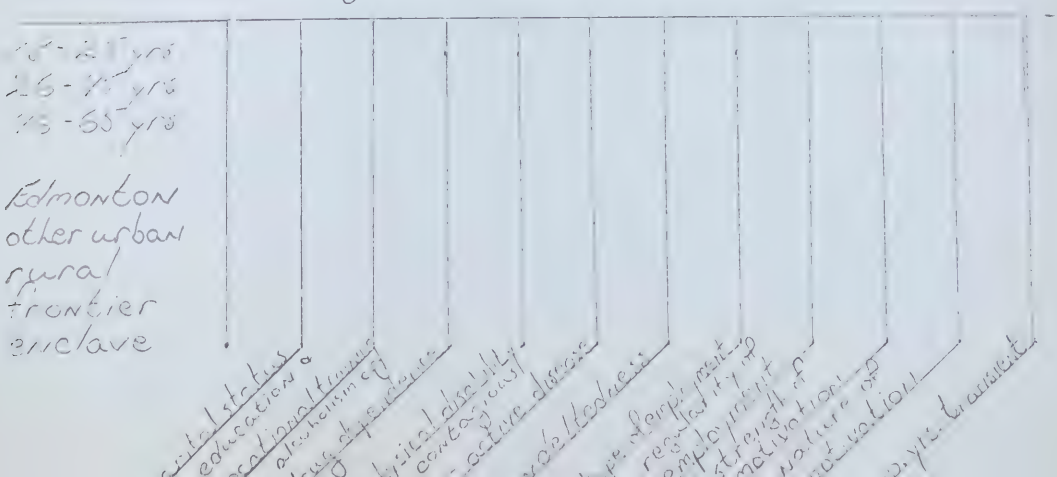
It is proposed that a Diagnostic and Classification program be established.

A staff of six salaried counsellors would operate this program. (One full-time secretary would be necessary.)

It would be the function of this program to interview residents, to provide counselling, to assist residents in taking advantage of any and all opportunities, and to assist other hostel staff in developing and implementing programs enjoyable and helpful to the residents.

For this reason the following classification system (Diagram #1.) has been developed. Use of the system for one year is the only practical test of its effectiveness.

Diagram #1. Matrices for the Classification of Single Transient Men.



The point must be made, however, that limitations of time and personnel would initially limit classification to the age matrix and the alcoholism and drug dependency matrix. It is only when the hostel program has been through a process of some "de-bugging" that the use of additional matrices could be implemented. It should also be noted that the matrices become less concrete moving from left to right. Experience may demonstrate that some of the suggested matrices are not useful by reason of invalidity or ambiguity.

It should also be noted that while this program is the particular responsibility of the staff referred to above as "counsellors" they should more properly be called "program advisors" since, in order to do their job as it is now envisioned, they would have to relate personally to the clients in the total variety of the clients' daily experience. A relationship based on the "one-to-one interview situation" would be inadequate. It is proposed that these men be involved in the recreation, social and rehabillitative programs of the hostel.

IV. Primary Services

The primary level of services are easily quantifiable (man-bed-days, meals, filled teeth, etc.). They sustain man in his life. They do not generally, in themselves, promote change or improvement in a man's life.

Bec ause these services are easily quantifiable and necessary for the continuance of minimal physical life, the response can deal with them quite specifically.

A. Shelter

It is proposed to provide sleeping accomodation in the single Men's Hostel facility for a maximum of 250 men. Additional accomodation will be arranged, where necessary, through the Salvation Army and selected city rooming-houses.

As an experiment, it is proposed to establish decentralized dwelling units in the city centre and in rural areas. The aim of such an experiment would be:

1) to relieve conditions of overcrowding in the hostel;
2) to remove selected men from the environment of the hostel;
3) to provide a therapeutic work or leisure experience for selected men; and
4) to develop revenue sources in a sheltered situation for selected men (i.e. handicraft workshops, farms, etc.).

In developing such a program the resources and experience of Jellinek House, the Canadian Mental Health Association, and others would be considered and utilized wherever possible.

The provision of shelter (admissions and housekeeping) will employ five people -- three admissions clerks, one housekeeper, and one assistant housekeeper.

B. Food

It is proposed to serve three meals per day (breakfast, lunch and supper) seven days a week for as many men as required, both residents and non-residents of the hostel. The decision to serve three meals arises from the desire to provide program opportunities throughout the day at the hostel. To disrupt programming by sending the men out for lunch seems unwise in view of the time, distance and probable inadequate nutrition involved.

The University of Alberta, Faculty of Home Economics is presently planning a weekly menu and studying kitchen and eating facilities.

In order to provide for working, or job-hunting men, it is proposed that breakfast be served from 6:00 a.m. -- 8:00 am., lunch from 12:00 -- 1:00 p.m., and supper from 5:30 -- 6:30 p.m. Bag lunches will be available on request as a lunch, an early supper or a late supper.

It is proposed that there be an evening snack (including coffee or tea). Charitable groups (i.e. churches) would be asked to contribute the entire provision of this snack.

The provision of food will employ nine people -- one chef, one assistant chef, and seven kitchen orderlies.

C. Clothing

It is proposed that new clothing be made available to men for whom it is essential to employment. Such a program will have to be operated using vouchers issued by the Department of Social Development.

D. Medical, Dental, and Optical Aid

It is proposed to establish a service clinic, components of which would provide medical, dental and optical aid. Personnel would be recruited from among the students of the appropriate university faculties.

The local Board of Health will be invited to operate a T.B. detection program in the facilities of the hostel.

V. Secondary Services

Secondary services are of two types, distinguishable in description if not in application. Some services are designed to help the men with personal problems which do not stem from a "disoriented" view of society as a whole. Other services are aimed at giving the man an orientation, a perspective.

The provision of less tangible assistance to these men is predicated on the belief that many of the values sustained by their sub-culture are good. On the other hand, many of the values of so-called "middle-class" society are rightfully repugnant to the men because they are dehumanizing. It is neither right nor possible to predicate any program of assistance on the assumption that the values and goals of the sub-culture sould, if possible, be repressed in the men. The goal that should be sought is to achieve some measure of reconciliation between the world in which the men live and the larger society. In this regard, it may well be that single transient men could be described as that group of men least able to resist the dehumanizinf pressures of society, or least willing to.

With this in mind, four types of programs will be offered immediately. By themselves they are at best palliatives.

A. Recreation

It is proposed that a full-time recreation advisor be hired to organize and implement a recreation program con-

sisting of both structured and unstructured activities.

It appears that one of the major problems faced by single transient men is a feeling of lack of self-esteem or self-confidenct. In situations where this feeling is marked, recreation (non-competitive, personal-competitive, team-competitive) has a demonostrated capacity for encouraging self-esteem on a non-vital plane.

B. Employment Opportunities

It is proposed to use the resources of Canada Manpower and a private, non-profit agency such as is operated by Humans on Welfare. Private job contractors will not be used.

C. Legal, Financial, Psychological and Family Counselling

It is proposed to establish a service clinic, components of which would provide legal, financial, psychological and family counselling. Legal and psychological or family counselling will be provided by students of the Law Faculty and the Family Counselling Service respectively. Financial counselling will be provided by the Debtor's Assistance Board.

D. Alcoholism and Drugs

It is proposed to use the resources of Jellinek House, the Division of Alcoholism, Alcoholics Anonymous, Trust, and other competent agencies to develop and implement an alcoholism and drugs program.

VI. Administration and Co-ordination

It is proposed that a management unit, composed of the hostel manager, the counsellors of the diagnosis and classification unit, the community relations advisor, the recreation advisor, and a representative of the clients, would be responsible for the administration and co-ordination of programs and resources. Their responsibility would be to maximize benefits accruing to the clients. The developing role of primary services and facilities as complementary to secondary services would have to be clearly understood.

It is proposed that provision be made for a selection, by the clients, of a person (i.e. a lawyer) who would be paid a retainer to act as "ombudsman" or mediator between clients and the administration of the hostel. Such a person should be given the widest possible publicity among the clients, should have access to any facilities or records of the hostel, and should be retained for a contracted, long-term period.

VII. Governing Authority

It is proposed that as an immediate measure, a personnel committee be created, composed of:

one nominee of the Presbytery Committee of Bissell Centre,

one nominee of the residents of the Edmonton Single Men's Hostel, and

the Research Director of the Edmonton and District Council of Churches, to act as chairman pro tem.

This committee would be responsible to hire a hostel manager who would then replace Mr. King as chairman of the committee. This committee, with the hostel mananger as chairman, would then fill all remaining positions described in the accompanying schedule (Appendix A.).

It is proposed that prior to the effective date of the contract a Board of Authority be created, comprised equally of representatives of the residents of the hostel, representatives of the staff of the hostel, and representatives of the Presbytery Committee of Bisseel Centre (representing the community at large). It is suggested that in no case need the representatives be members of the group which may select them.

It is proposed that the Board of Authority assume responsibility for carrying out all conditions of the initial contract, including the sole right to negotiate changes, to renew, or to terminate the contract.

The Department of Social Development should understand by this that Bissell Centre does not itself intend to

undertake to implement the contract. Rather, it will negotiate the contract and then assign its rights and responsibilities to the abovementioned Board of Authority.

VIII. Financial

It is proposed that Bissell Centre lease the Single Men's Hostel facility from the provincial government for the sum of $1.00p.a.

It is proposed that Bissell Centre purchase the furnishings and equipment presently in the hostel for fair value.

It is proposed that the schedule of payments from the provincial government be:

1) an initial payment of $82,400 payable January 1st, 1971,

2) one payment of $27,400 payable January 31st, 1971,

3) eleven monthly payments of $54,800 payable on the last day of the months February through December, 1971, and

4) the balance payable on demand after July 1st, 1971.

Estimated Expenditure, 1971.

1.	salaries	$165,000
2.	food	$160,000
3.	outside food and shelter	$165,000
4.	material (admin. and ops.)	$120,000
5.	transportation	$ 4,000
6.	lease of facilities	$ 1
7.	purchase of stock	$ 3,000
8.	maintenance (inc. salaries)	$95,000
		$712,501

IX. Conclusion

Bissell Centre is prepared to contract with the Government of the Province of Alberta for the immediate (i.e. January 1st, 1971) provision of the following:

a) daily accommodation for a minimum of 350 and a maximum of 1,000 single transient men in the City of Edmonton,

b) three meals per day for a minimum of 350 and a maximum of 1,000 single transient ment in the City of Edmonton,

c) an experimental classification system using two matrices initially (age and alcoholism or drug dependence),

d) special services of the type outlined in the R.F.P. #1 (Objectives #4.a and 4.b),

e) research into alternative methods of classification, maintenance and rehabillitation.

In contracting with the government, Bissell Centre is prepared to meet the minimum standards set our in the R.F.P. #1, Guidelines as to Standards, with the exception of Nos. three and four.

Bissell Centre is prepared to maintain in full force, for one year, a comprehensive general liability insurance policy.

Bissell Centre is prepared to meet the criteria of all administrative guidelines in R.F.P. no. 1, except no. 4.

Bissell Centre is prepared to meet the criteria of all financial guidelines in R.F.P. #1.

Upon concluding a contract with the provincial government, Bissell Centre proposes to assign all rights and responsibilities to an independent Board of Authority, subject to guarantees that all terms of the contract will be met.

APPENDIX A. -- STAFF SCHEDULE

hostel manager (1)	$ 10,800
counsellors (6)	$ 52,800
recreation advisor (1)	$ 8,400
community relations advisor (1)	$ 8,400
"ombudsman"	$ 1,200
chef (1)	$ 7,200
assistant chef (1)	$ 6,000
housekeeper (1)	$ 5,400
assistant housekeeper (1)	$ 4,200
admissions clerks (6)	$ 28,800
secretaries (2)	$ 8,400
kitchen orderlies (9)	$ 21,600
laundry and bath attendant (1)	$ 1,800
TOTAL	$165,000

BISSELL CENTRE -- ALL PEOPLE'S MISSION
(operated by the United Church of Canada)

9560 - 103A Avenue
Edmonton, Alberta

SUPERINTENDENT: Rev. G.W. Spady (biography attached)

PRESBYTERY COMMITTEE (Directors)

Chairman - Mr. G.H. Heath, Federated Co-ops Ltd.
Secretary - Mrs. B.H. Hadlow, housewife
Dr. C.D. Powell, Superintendent of Home Missions
United Church of Canada
(central and northern Alberta)
Rev. G.W. Spady, Superintendent, Bissell Centre
Rev. F. Chubb, minister, Norwood U.C.
Rev. H. Meadows, minister, McDougall U.C.
Mr. Don Carlson, president, Carlson Const.
Mr. Murray Keltcher, accountant
Mr. A.E. Gregg, broker, Pitfield, MacKay, Ross
Mrs. G.K. Halkier, housewife
Mrs. J.E. Procter, housewife
Mrs. F. Upright, housewife

SUPPORTING AGENCIES: United Church of Canada
Board of Home Missions

United Community Fund

In aid of program planning and actualization, Bissell Centre can draw on the personnel resources of:

a) the Centre and its Presbytery Committee;
b) the Superintendent of Home Missions, United Church of Canada (central and northern Alberta);
c) the Board of Evangelism and Social Service, United Church of Canada (Toronto)
Rev. C.A. Stewart, B.A., B.D., M.A.
Rev. R.N. Christie
d) the Board of Home Missions, United Church of Canada (Toronto)
e) the United Community Fund of Edmonton, and the Edmonton Social Planning Council;
f) the Edmonton and District Council of Churches
Mr. David King (biography attached)
g) the (Edmonton) City Centre Churches Corporation
Rev. David Crawley

[illegible]

- [illegible] social service and community centre, [illegible] activities, promotes welfare for [illegible] persons and families, and provides [illegible] services;

operates Moonlight Bay Camp;

- provides clothing, furniture, meals and bed tickets for single persons and families;

operates three economy shops and one warehouse

[illegible] FINANCIAL STATEMENT FOR THE YEAR ENDED DEC 31, 1969

	[illegible]	Disbursements	Cash O.H.	Balance
Economy Shops	$29,982.70	$21,393.88	$5,167.77	$11,756.49
[illegible] Mission Fund	$32,256.26	$30,454.07		$ 1,811.24
Social Service	$14,257.19	$15,819.16	$2,539.29	$ 977.32
Trust Fund	(current and fixed assets: cash and investment at cost			$147,884.45

Rev. G.M. Spady

- born 1913, Seratov on the Volga, Russia
  of German speaking parents
- came to Canada in 1924
- primary and secondary education at Alliance, Alberta
- post-secondary education at the University of Alberta (B.A., 1938) and St. Stephen's College (B.D., 1941)
- ordained into the Ministry of the United Church of Canada, 1941
- married to Nadine E. Rogers, 1945
  four children: Alan, 20
  Jean, 17
  Patrick, 14
  James, 10
- congregations served include:
  Carvie
  Pouce Coupe, B.C.
  Spirit River
  Memorial-Salem, Medicine Hat
  Renfrew, Calgary
- Superintendent of Bissell Centre since July, 1965.

Mr. David King

- born, 1946, Perth, Ontario
- came to Alberta at age three
- primary and secondary education at Lethbridge and Edmonton
- post-secondary education at the University of Alberta (three years of Political Science, Sociology and History)
- [illegible]s as Research Assistant to the Leader of the Opposition, Alberta Legislature
- [illegible]en months as Research Director, Edmonton and District Council of Churches (current position)
- married to Clare E.A. Piven of Hylo, Alberta, 1968
  one son: Troy O.A., six months

A PROPOSAL

FOR

THE OPERATION OF A SERVICE FOR

SINGLE HOMELESS MEN IN EDMONTON

Prepared by

The Edmonton Day Centre

10628 - 96 Street

September 10, 1970

R.F.P. No. 1

Operation of a Service for Single Transient Men in Edmonton

Preamble

The Edmonton Day Centre Society's response to this R.F.P. is based on the following basic premises:

1. From its inception 8 years ago this Society has been service - oriented. We have never acquired, or made any attempt to acquire, real-estate or other physical assets. As recently as 2 years ago a firm decision was taken by the Board to refrain from any such acquisition until such time as a specific program would indicate the necessity for a building designed specifically to carry out that program effectively.

2. We are satisfied, on the basis of our knowledge of good social welfare practise, that the concept of using large, institutional type buildings is rapidly becoming obsolete. Not only is this recognized by the Dept. of Soc. Development in its Child Welfare programs, but it is also becoming more widely accepted in the fields of Mental Health and Corrections.

It follows that we would be loathe to enter into any purchase, or even base agreement, with respect to the present Hostel building, since it is obviously unsuited to the function it must fulfil at the present time.

3. The function the present Hostel building should perform is that of a reception centre, in which all applicants would be classified and directed to accommodation more appropriate to their particular need. The details of this premise are spelled out in the O'Byrne report (details, which incidentally, we supplied originally to his Lordship in a submission entered by the Marian Centre).

A minimum number of men should be accommodated in the Hostel building at any one time, except for the time it takes to go through the classification process. In other words, the building should not be used as a permanent, or even semi-permanent residence for any substantial number of men, as it is at the present time.

OBJECTIVES

1. Provision of day shelter and sleeping accommodation.

Obviously at the outset we would have to continue to use the present facilities, including such outside accommodation as the Salvation Army Hostel, Urban House, Colona Rooms, the Edmonton Day Centre (Overnight Shelter), etc...

As soon as possible we would attempt to make more effective use of the Hostel building by:

a) Placing "unemployables" on social allowance and assisting as many as possible to find their own accommodation. We believe there could be as many as 100 men in this category resident in the Hostel at any one time.

b) Placing young employables (18-25) in the Y.M.C.A. The Y could accommodate something like 25 of this group. The cost would be

greater, but we believe the service and the atmosphere would justify the cost.

c) Using space in the Hostel to the maximum at all times. It is uneconomic to maintain outside accommodation at 100 % occupancy, while Hostel itself is less than full.

d) Requiring eleven staff presently residing in the Hostel to find suitable private accommodation.

NOTE::: If we were to continue to use the present outside accommodations, they would have to meet accepted standards.

2. Provision of Meals (3 meals a day, not 2)

Food service would be catered by Versafood Services Ltd., at a price comparable to, if not better than, present food costs. Sample menus are attached.

It should be noted that Versafoods would provide public liability insurance up to $2,000.000, and property damage insurance up to $2,000.000. The company's books are audited annually at several hospitals by provincial auditors.

3. 4/ & 5/ - - - classification - meeting of special needs - research.

These all go together inasmuch as the determination of special needs would result from classification, and the details of an effective classification system would emerge from research.

A statement of the nature of the research proposed is included, but at the outset a basic classification process would include:

1) a routine medical check-up, including T.B. test (we believe these T.B. tests should be mandatory).

2) a routine psychiatric examination. (to the extent possible)

3) work history, skills, financial resources, family connections, Armed Services record etc....

From this the following general categories could be established:

a) age 55 and over, without marked behavioral defects, unemployable or marginally employable.

These men could be accommodated, 15 to 20 in a group, living - home, similar to Belmont half-way house, or Jellinek.

b) age 18 - 25, employable, no problems.

This group, or some of them, could be accommodated at the Y.M.C.A.

c) the alcoholic

For the past year we have sheltered the drinking man in our Overnight shelter. (35 to 110 a night)

We believe that a substantial part of the present Hostel building could be used:

i. to accommodate the present "day program" of the Division of Alcoholism.

ii. to provide an "Overnight shelter" for the man who has been drinking.

iii. to provide a drying out facility, for a limited number.

The Day Centre has met with the Board of Jellinek and with Dr. Allan Gilbert to consider the mechanics of this suggestion.

d) UNEMPLOYABLE - (regardless of age)

As stated earlier there could be as many as 100 men in this category at the Hostel at any one time.

We would recommend that as many as possible of this group be placed on Social Allowance and assisted in finding their own accommodation.

The presence of this group, who have physical, mental, emotional, and social problems, has been found in many cities to be detrimental to the operation of the facility.

5. Research - See attached.

Guidelines as to Standards

1. According to the O'Byrne report, certain outside accommodation now being used is not adequate. If we were to continue the present pattern, we would have to be assured by the Dept. of Soc. Development that all outside accommodation has been brought up to standard, or we would have to be released from whatever agreements, tacit or otherwise, presently exist.

2. Meals would be provided by Versafood Services Ltd., and all standards would be met, or exceeded.

5. The classification system we suggest takes into consideration Mr. Justice O'Byrnes' report.

6. Special needs would be met thru' the usual channels, including out-patient and emergency departments of local hospitals; and the use of clothing depots such as Salvation Army, Marian Centre, Bissell Centre.

8. Referrals
We believe we have a thorough knowledge, understanding, and commitment to the use of other community resources. We played a substantial part in the preparation of the Welfare Information booklet issued by the Social Planning Council.

Administrative Guidelines

1. We would definitely not require a period of residence in Alberta, since this would contravene Sec. 6 (2) (d) of the Canada Assistance Plan Act.

4. We would not maintain a system of repayment for accommodation, meals and expenses. This would in effect amount to the provision of welfare on an "open account" basis, and would force all welfare recipients to pay back the amount of assistance received; again a contravention of Sec. 6 (2) (a) of Canada Assistance P.

5. House rules would be kept to a minimum, consistent with maintaining reasonalbe discipline. They would be written and posted, so that all concerned would know what is expected of them.

Incidentally, we would require that anyone providing outside accommodation would maintain essentially the same rules and regulations as a condition of their facility being used.

7. An appeal procedure would involve the setting up of a committee, to include representation from the men themselves. This would be strictly for the resolution of internal problems. Anything affecting the provision of "basic requirements", as defined by C.A.P., would have to be resolved by the appeal procedure currently being established by the Dept. of Soc. Development, in compliance with Sec. 6 (2) (e) of C.A.P.

8. We have already outlined our thinking with respect to outside accommodation, under "Guidelines as to Standards", par. 1; and under "Objectives", par. 1.

Financial Guidelines

9. It is assumed that at the outset present Hostel staff (hostel attendants and welfare hostel workers) will be retained. Sub-contractors would, of course, make such changes in kitchen staff and janitor and maintenance staff as they see fit.
Food services would be sub-contracted to Versafood Services Ltd., and janitor service to Modern Building Cleaning (division of Dustbane).

10. (a) We would suggest that acquisition of capital assets be on much the same basis as maintains the case of :

(1) the Y.W.C.A. & McDougal House -

(2) the Edmonton Rehab. Society and their 112 St. property.

In each case, as we understand it, the Department of Public Works owns or losses the Property, and maintains it, while the private agency provides the service.

Versafoods carry liability and property damage insurance up to $2,000.000.

Modern Building Cleaning carry liability and property damage to $1.000.000.

(b) & (c)

We would retain a responsible firm of accountants on a fee for service basis.

We would expect that all accounts - salaries, food services, building maintenance, etc.. would be rendered to the government monthly.

Whether we, as the contractor would operate on a monthly drawing account, as we do now with the U.C.F., or on the basis of an annual grant, as we do now with the City and the Province, is a matter for negotiation.

12 & 13

We consider that in all the circumstances of the case, a bid bond or a performance bond is inappropriate for a non-commercial operation.

General Guidelines

7. We would like to re-emphasize the fact we have only a limited interest in entering into a "Lease Agreement".

On the other hand, we would much prefer to consentrate our maximum efforts in the provision of "service". We have the resource people, the experience, and the demonstrated capacity to provide service, particularly in the most difficult aspects of the alcohol problem. We certainly have the research capability, which would be concentrated on the concept of "classification".

We therefore believe that, if it could be so arranged, we could make a much more effective contribution by concentrating our entire efforts in our own field - service -, leaving the responsibility for ownership and over-all maintenance of physical plant in the hands of government.

This in no way implies any lack of responsibility towards building maintenance. We have obtained a bid, based on detailed examination of Dept. of Public Works floor plans, from the largest firm of its kind in Canada which indicates that professional janitorial service can be provided for at least $15,000 a year less than it now costs the Dept. of Public Works.

In addition, Modern Building Cleaners make a practise of training and using suitable people (particularly native people), in this kind of work. We would therefore consider them as a resource for employment opportunities.

NOTE::

1. We recognize the need to recruit and develop staff who will have the capacity and capability necessary to handle this difficult type of work. Wage scales would therefore have to rise, and a cost factor for staff development would have to be considered, and accepted by Government if we were to undertake this work. A flexible attitude towards this factor will be necessary.

2. While there does not appear to be any specific mention in the R.F.P. of the time limit on proposed contracts, we would much prefer a two year initial contract, (rather than one year), with review at the end of the first year. This would apply particularly to research. It could take one year to develop the design, in which case we would want at least another year to test the practical application. Our entire concentration would be on action research.

Cost Estimate

This estimate was not prepared by an accountant since we considered it impractical to attempt a detailed cost analysis until we know precisely what will be required of us. Nor have we been able to determine the government's cost of providing the two main services - food and shelter - because there is no indication in the material provided to us of the actual cost of labor and utilities related strictly to the provision of either of these services. No wage rates are indicated for either kitchen staff or "Hostel - attendants", nor their hours of work; fringe benefits; value of free room and/or board. Nevertheless we believe that the combination we have used of the government's cost estimates for 1970/71 for certain essential services, and the precise quotations we have received on the cost of food and janitorial service, will provide a reasonably accurate estimate of cost under our administration. As far as we can determine, government estimates are simply the addition of an increment of approximately 3% to the actual costs of the previous year.

Expenditure Estimates 1970 - 71

Department of Social Development

CODE		
260-275	Contracts & Agreements	$ 20,400.00
365-370	Grants, Prizes etc.	150,000.00
435	Insurance	180.00
495-605	Material etc. Admin. and Operation	500.00
795	Repair of Equipment etc.	50.00
800	Repair of Office Machines	90.00
805-980	Salaries, Wages	77,000.00
825	Telephone & Telegraph	50.00
835	Transportation	3500.00
860-915	Travel	500.00
	Food Service (see Versafood) quotation	$232,022.00 *

Department of Public Works Estimate

*Mats & Sup. 495-605, and Salaries 805, are omitted and Modern Building Cleaning quotation Substituted..		46,116.00
315	Taxes	140.00
825	Telephone and Telegraph	770.00
960-975	Utilities	10,000.00
999	Other	20,000.00
		$561,318.00

* NOTE:

(1) This is the estimated cost of 3 meals a day. The Hostel's estimate of the additional cost of the third meal is $73,000.00 a year. Therefore the government's estimate of cost $484,755.00 should be increased by $73,000.00, to a total of $557,755.00 before a comparison is made with our estimate.

(2) The cost of a research program ($10,000.00) is a separate item, and is not included in any of the above figures.

* Versafoods Services Ltd.

THE EDMONTON SINGLE MEN'S HOSTEL

FINANCIAL FORECAST

For one year

Food supplies provided by the Alberta Hospital	$123,260
Food supplies provided direct at the Hostel	38,800
Salaries and Wages	32,800
Employees benefits	4,920
Paper, cleaning, other supplies	6,500
Taxes, Licenses, Insurance	250
Administration Charge	10,546
Replacement, repair, maintenance	4,400
Versafood Services Income	10,546
	$232,022

Food cost per person per day: $ .94

Wage cost per person per day: $ .19

Total cost per person per day: $1.33

Average number of residents per day: 480

Total mealdays per year: 175,200

Menu for week ending _____

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Breakfast	orange juice oatmeal cereal soft boiled egg toast & butter coffee tea milk	tomato juice red river cereal sausages toast & butter coffee tea milk	pineapple juice cream of wheat soft boiled egg toast & butter coffee tea milk	stewed prunes crushed wheat poached egg toast & butter coffee tea milk	apple juice rolled oats soft boiled egg toast & butter coffee tea milk	pineapple juice red river cereal scrambled eggs toast & butter coffee tea milk	blended juice cream of wheat soft boiled egg toast & butter coffee tea milk
Noon Meal	mulligatawney soup roll & butter coffee tea milk	tomato consomme roll & butter coffee tea milk	cream of chicken soup roll & butter coffee tea milk	minestrone soup roll & butter coffee tea milk	cheese & dumpling soup roll & butter coffee tea milk	borscht roll & butter coffee tea milk	navy bean soup roll & butter coffee tea milk
Evening Meal	breaded veal-cutlet gravy mashed potatoes peas & carrots ice cream dixie coffee tea milk	chicken fried - rice creamed corn chef's salad french dressing lemon pudding coffee tea milk	baked wieners & sauerkraut steamed potato fruit bun ice cream dixie coffee tea milk	beef & biscuit-loaf mashed potatoes gravy harvard beets vanilla cake coffee tea milk	macaroni & cheese and bacon green beans apple pie coffee tea milk	pork cutlet whipped potatoes gravy mixed vegetables fruit bread coffee tea milk	spaghetti & meat sauce steamed rice cabbage slaw/oil & vinegar dressing stewed rhubarb coffee tea milk

Research Outline

Personnel:

The research program would be under the direction of Dr. Garry L. Briggs, Departments of Community Medicine and Sociology, and Dr. Donald Fair, Department of Educational Psychology, University of Alberta.

Assumption:

The research program would be developed on the assumption that major concern will be shown for appropriate rehabilitation of the men, as well as for their basic needs.

The Research Program Would be Designed:

(a) to ascertain the characteristics and needs of the men being served.

(b) to develop a system of classification and assessment which could be used to channel the men to the appropriate resources for meeting their needs. This system would also allow statistical data to be collected and costs to be assessed for each category. Since this system is to be used by intake workers, it must be simple to use initially, but allow for professional expertise in determining whether or not rehabilitation is required.

(c) to evaluate presently available rehabilitation service in the community in terms of their effectiveness in rehabilitating men and to make recommendations regarding strengthening of present rehabilitation services, or the development of new services where adequate resources do not now exist.

EDMONTON DAY CENTRE

10628-96th STREET

EDMONTON, ALBERTA

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Miss J. Simpkins	Secretary
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Mr. D. Wallin	Supervisor

PROVINCIAL GOVERNMENT HOSTEL

Edmonton, Alberta

Subject: The Salvation Army's submission or tender to lease and operate the Government owned Hostel in the City of Edmonton in the Province of Alberta.

The Salvation Army hereby contracts to provide services for approximately five hundred (500) single transient men per day in Edmonton in keeping with the objectives and guidelines to standards as outlined by the Department of Social Development in co-operation with M. & M. Systems Research Limited.

'Hand to Man and Heart to God' is inherent in all Salvation Army Social Welfare programmes and practice. Thus in making comprehensive proposals to undertake the leasing and operating of the Government Hostel in Edmonton in the Province of Alberta, our basic spiritual motivation must be recognized and accepted.

As an International and National body, our peculiar form of Administration must be respected. Any local policies, procedures, or decisions must be authorized by the National Headquarters or the person responsible for the area of service under question. There is, however, flexibility at the National Centre producing a spirit of co-operation and understanding. Thus should our contract or tender be considered by the Alberta Government as a viable arrangement, the relationship between local Administration at the Hostel and our National Headquarters must always be recognized in the contract.

. . . 2

"Why should The Salvation Army tender for this particular kind of service?" Perhaps few agencies are more aware of the tremendous responsibility and accountability involved in the Hostel Service to single transient men. The record of our present service in this field makes it almost imperative that The Salvation Army submit a proposal.

SALVATION ARMY HISTORY IN THE FIELD OF SERVICE TO SINGLE MALES IN EDMONTON

The first Hostel expression conducted by The Salvation Army in Edmonton dates back to April 2nd, 1914. It was known as 'The Industrial Home and Woodyard' and was located at 10462 - 97th Street. The accommodation was for 20 men.

In July 1930, the Edmonton Centre located at 10268 - 97th Street was called 'Hostel, Industrial Home, Store and warehouse' and the accommodation was for 108.

Early in 1952 a new site was purchased. Government contribution and a Capital Financial appeal helped greatly in the construction of a new Centre located at 9611-102nd Avenue. The accommodation was for 165 men.

The Bulletin Building at 9636 - 101A Avenue was purchased in November 1962 at a cost of $150,000.00 to be used as a warehouse, garage and Thrift Store.

On Saturday, April 20th, 1963 the Rehabilitation House at 9629 - 102nd Avenue was officially opened and dedicated. The Hon. L. C. Halmrast, Minister of Welfare, officiated at this ceremony and Lieut.-Colonel W. Pedlar was the speaker.

A new addition to the Edmonton Men's Social Service Centre was opened by Commissioner E. Grinsted on Saturday, March 12th, 1966.
Between the date of opening, accommodation fluctuated from 165 to as high as 218, later reduced to the present figure of 184.
The progressive thinking and planning of the past decade described above would almost suggest a Divine Coincidence. The increased facilities and emphasis on spealized programmes for rehabilitation could admirably relate to the classification procedure recommended for Hostel Administration in the Terms of Reference laid down by M. & M. Research or Consultants.

Work therapy plays a very important role in the re-discovery of lost skills and the return of a sense of self-respect.

Certainly The Salvation Army could envisage some of its present space which has been necessary for the overall accommodation of single transient men to be used or utilized in the extension of our general shops, warehouse, and related rehabilitative employment.

The following conditions are stated so as to define our position as clearly as possible: -

1. The Salvation Army states that if we are to tender for the take-over and operating of this previously run Government Hostel, it will be a separate programme but integrated with all other Salvation Army services in our overall programme such as Correctional, Harbour Light (alcoholics), Etc.

2. It is agreed in principle by The Salvation Army that the Government of Alberta is defining goals, evaluating operation and monitoring results but within the framework of Salvation Army programming.

3. The Salvation Army agrees to implement on a graduating scale over a period of experimentation, objectives laid down in the Terms of Reference, as established by M. & M. Research Limited. In this connection the Army agrees to use all existing community services and, if possible by good organization and Public Relations, create new integrated resources on a co-operative basis.

4. In view of the special services programme as outlined in objective 4 and 5, and the 'unknowns' involved, we propose a one year pilot programme. If a longer period of experimentation is considered to be more practical, The Salvation Army would agree.

5. In presenting our tender, we have taken the stand to state rather definitely that we must be allowed flexibility in programming in order to give our programme the required initiative from day to day in order to arrive at the best possible service to the man. In this way, it must be understood that Terms of Reference are accepted as guidance only.

6. The Salvation Army has been in the Hostel field for almost 100 years and our service in this area is well known. We would respectfully submit that the Performance Bond Condition be eliminated in the first year of operation while we are emphasizing our experimentation in special services rendered.

7. The authority and control of the appointed Administrator must always be recognized and respected. Any amount of complaint or accusation must first be referred to him as the Administrator for further reference to A Board of Appeal, if considered sufficiently serious.

8. The Salvation Army contracts to appoint an Officer as Administrator with experience and skills in social and spiritual oriented programmes.

9. A specific Salvation Army Advisory Council comprising of civic representatives, Salvation Army business laymen, and representatives of citizen's Advisory Board, and representative Officers will be immediately established. The function of this Council will be to study ways and means to building resource employment pools. At the same time it will be recommended that the Council study the possibility of setting up a volunteer Christian action involvement in Hostel programme, especially in the area of counselling and entertainment. This Council could also operate as an Appeal's Board.

10. It is also expected that the spiritual motivation inherent in our movement will be respected. The Army will, of course, welcome co-operation from all churches in programming Chapel Services but the Administrator or his representative will be the responsible co-ordinating person. Attendance at Chapel meetings will not be compulsory.

11. The Salvation Army proposes, if our tender is considered successful, to introduce into the Hostel our Harbour Light Programme or treatment and rehabilitation of the alcoholic. Facilities are naturally available in the Hostel for this specific and unique expression of Salvation Army service. It is further hoped that this part of our special service work could be integrated with our rehabilitation work in our established Men's Social Service Centre, as well as tie in with other programmes operating for the benefit of the alcoholic.

12. The Salvation Army recognizes the principle of monitoring by the Government and our books will be open to examination. Government appointed Auditors will be welcome. An Annual Report will be issued.

13. In preparation of Budgets, the costs of unusual services affecting dental, optical and other medical requirements have not been included. It is expected that such needs will be referred to the Department of Social Development or the particular branch of that Department administering Social Allowances.

14. The Salvation Army contracts to invite the client or consumer to become a beneficiary of the programme. There is no reason why a client may not be permitted to participate in special work sections. The philosophy of work as a therapy as well as involvement in the programme is one further step in his rehabilitation.

The above submission may call for close study and evaluation and further discussion. We shall be happy to arrange for a meeting in Edmonton as soon as possible following your study and evaluation.

Please find attached hereto our Expenditure Estimates detailed from 1968-1969 actuals and projected from our experience in this field, having in mind the objectives and goals of R. F. P. as set down in M. & M. Research Limited Terms of Reference.

Respectfully submitted,

(Arthur G. Moulton)
Colonel
MEN'S SOCIAL SERVICE SECRETARY

Single Men's Hostel
Edmonton

Attached are budget estimates for the 1970-71 operations of the Edmonton Single Men's Hostel by the Salvation Army.

These estimates are in two sections and are based on information contained in the R.F.P.

1. Operational - This section covers cost of operating the program including replacement and repair of Furnishings and Equipment.

2. Maintenance - Covers the maintenance and upkeep of the buildings and attachments.

Operational

1. Salaries and Wages - It is proposed to employ the present staff at present salaries, with the exception of the Hostel Manager who will be replaced by a Salvation Army Officer. Subsequent staff changes will be the responsibility of the Administrator. Employees will be required to join the Salvation Army Employees' Pension Plan when eligible.

2. Cost of Provisions is computed on the basis of 2 meals per day for 500 men. Any adjustments found necessary will be negotiated.

3. It is proposed that the Salvation Army buy the Furnishings and Equipment for the nominal sum of $1.00 and provide for replacements and repairs in the budget.

Maintenance

1. It is proposed that the building and attachments be leased to the Salvation Army for the nominal sum of $1.00 per year.

2. Taxes are estimated in the amount of $5,000.00 pending clarification of this charge.

No proposal is made for bonuses or penalties. The Salvation Army is not interested in profits or penalties, but will endeavour to operate within the proposed budget provided provision is made for adjustments due to unpredictable or uncontrollable expenses.

No provision is made for the cost of a bid bond or performance bond as proposed in the R.F.P. We request that consideration be given to waiving this requirement insofar as the Salvation Army is concerned.

We propose that monthly payments from the Provincial authorities be made on the basis of 1/12 of the accepted annual budget. It is proposed that any required adjustments be made at the end of each quarter on the basis of a comparison of total actual expenditures and the approved budget estimates.

Books and records will be maintained in accordance with Salvation Army standards and will be available for inspection at any reasonable time. Under Salvation Army arrangements, an Internal Audit is conducted each year. If the Province of Alberta requires an External Audit, this will be arranged and the cost added to the budget.

SINGLE MEN'S HOSTEL - EDMONTON

EXPENDITURE ESTIMATES

For the Year 1970-1971

SUBMITTED BY THE SALVATION ARMY

OPERATIONAL		
Salaries	$ 79,000.00	
Wages	29,000.00	$ 108,000.00
Labour and Service Contracts		20,000.00
Canada Pension	2,000.00	
S.A. Employees' Pension	2,000.00	4,000.00
Telephone, Telegraph & Postage		850.00
Printing, Stationery & Office Supplies		1,400.00
Audit - Internal		200.00
Freight, Express and Cartage		100.00
Insurance - Contents & Legal Liability		200.00
Workmen's Compensation		1,200.00
Unemployment Insurance		1,200.00
Outside Accommodation and Food Services		140.000.00
Provisions (for 500)		108,000.00
Household & Cleaning Supplies		4,000.00
Linen, Bedding and Uniforms		2,000.00

Furniture and Equipment	$ 5,000.00	
Medical Expenses	200.00	
Sports, Recreation & Reading Material	250.00	
Small Tools	100.00	
Special Needs, including clothing and Transportation	40,000.00	
Utilities	12,000.00	
Administrator - Residence	2,500.00	
- Car Expenses	1,000.00	
National Funds, Administration & Supervision	25,000.00	$ 477,200.00

MAINTENANCE

Caretakers - Salaries	56,000.00	
- C.P.P. & Employees' Pension	2,000.00	
- Workmen's Compensation	600.00	
- Unemployment Insurance	600.00	
- Supplies	5,000.00	
Taxes	5,000.00	
Maintenance - Materials, Supplies & Repairs	5,000.00	
- Labour	15,000.00	89,200.00
		$ 566,400.00

EDMONTON

Canada Pension) Employees' Pension) Workmen's Compensation) Unemployment Insurance)	$ 9,600.00
Furniture & Equipment - Replacements	5,000.00
Taxes	5,000.00
Special Needs, including Clothing & Transportation (3,500.00 included in Government Estimates for Transportation)	40,000.00
Administration - Residence (Camping Charges)	2,500.00
- Car Expenses	1,000.00
National Funds Administration & Supervision	25,000.00
	$88,100.00

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SMS 1

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PHONE 453-3495, 453-3496

September 10th, 1970.

The Chairman,
Requests for Proposals Management Group,
Room 322 - Legislative Building,
Edmonton, Alberta.

Gentlemen:

It is with pleasure that we submit a proposal as a result of your request for a proposal concerning the operation of a service for a single transient men in Edmonton.

We have examined the physical problems involved with the Hostel connected with the supplying of food services, bedding, accommodation, and the complete physical plant equipment.

We agree to supply all services and facilities as outlined in your request for Proposal #1 issued June 1970, and amendments of July 8th, 1970.

We agree to,and will implement all guide lines in your Proposal #1 and amendments.

All administrating guide lines will be adhered to.

Scandinavian Management Services Ltd. is licensed under the Real Estate Agents Licensing Act and, as such, produces monthly operating accounts of all trust properties under our administration. In addition, we provide the Government with an audit certificate annually.

All staff are bonded.

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The Appeal Procedure is submitted as Appendix A.

The Liability Insurance is submitted as Appendix B.

The Additional Living Accommodation is listed as Appendix C.

FINANCIAL GUIDE LINES

1. Scandinavian Management Services Ltd. agrees to lease the single mens Hostel and has included a provision for an annual rent allowance of $2.00 per sq. ft. per annum for a total of $86,110.00.

2. Scandinavian Management Services Ltd. agrees to lease purchase the existing equipment and furnishing on the basis of 3% per month of independent appraised value. On the basis of our own appraisal we have included this cost in our proposal.

3. Scandinavian Management Services Ltd. will obtain a certificate from the Federal Government and will obtain Sales Tax refund on the basis of sale of merchandise to the Provincial Government under contract.

4. Scandinavian Management Services Ltd. agrees to purchase all existing stocks for cash of all consumable items.

5. Scandinavian Management Services Ltd. maintains a full staff of maintenance personnel and is currently responsible for maintenance of over 30 buildings, and will undertake to maintain the leased premises of the single mens Hostel to equal or better standard than presently maintained to.

6. Scandinavian Management Services Ltd. will be responsible for all taxes.

7. The complete budget is shown on Appendix D.

8. The proposed management and personnel structure is shown on Appendix E.

9. The only subcontract service being included in this proposal will be for food services, as detailed in Appendix F.

10. A bid bond is included as Appendix G.

11. A letter of indication of performance bond availability is submitted as Appendix H.

OBJECTIVES

We have held some discussions with groups that would be concerned with this, however, we have deliberately not contacted many groups who might be of further assistance. Our reasons for doing this are very simple. We propose to put in with this proposal a complete new concept based upon THE RECOVERY OF DORMANT HUMAN RESOURCES.

It has been my personal experience to have worked considerably in this field, and in particular amongst Indian and Metis people, whose problems are not dis-similar to this. The basic reason behind putting in a proposal is to provide the opportunity to attempt to recover these dormant human resources and place them back into the main stream of society as useful and productive Canadian citizens.

The secondary, but of equal importance, project to be conducted with this is an extensive research program into the reasons why men arrive in need of this service. Having performed a similar research program amongst single native girls, I would propose a much more extensive one be conducted in conjunction with this to find out the root causes, and attempt to shut off the tap that allows these men to continually arrive in need

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of Hostel services. It is very evident that the number of single transient men that require service at the Hostel is going to increase every year as it has done in the past, unless solutions are found.

The present system of operating the Hostel is to provide basic services, as outlined in your proposal, to needy transient men. The Government is to be commended, and it is felt that the Hostel has operated in a satisfactory manner from a physical point of view. The short comings are basically in the humanitarian and social environment fields, and it is in these fields that we are most interested, and we must candidly state that we would not be in the least bit interested in operating the Hostel in the same manner that it is presently being operated.

Therefore, our proposal would be a 3 stage proposal.

The first stage would be taking over of the existing facilities and Manpower, and operating on exactly the same basis for a period of approximately three months. The purpose of this is to evaluate the personnel to learn more intimately the problem areas and details concerned with the physical operation, and to search out additional people or replacement people more highly qualified to carry out programs that we propose.

Phase II: - will be the training program that we are submitting in this proposal. This is outlined on Appendix E - Management & Personnel Structure. As can be seen on this appendix, we have separated the basic responsibilities. Firstly, the physical operation of the Hostel. Secondly, the Social Services and the recovery aspects of the Hostel, and thirdly, the medical aspects.

To deal with these in detail, we are proposing the following structure:

Our Hostel Director will be Mr. Jerry Jones, who is a qualified economist with a Masters of Science degree. Mr. Jones task will be to set up basic structures and compare them for implementation in this Phase II program. The food services will be contracted out. The contractor will be Fortier Associates, whose background is well known and references are submitted

herein. The principle involved here will be that all transients when they come in will be first interviewed by an Intake Clerk, whose primary functions are to take down physical details and upon completion of this they would be referred to either the medical section or the Social Services section, depending on time of day of admission and the condition of the person being admitted. The Security Officers would act in that capacity basically but would also assist the Intake Clerks in certain aspects of the work. The Administration Clerk and Records Clerk, of course, will be keeping the day-to-day records. The Secretary will work directly under the Assistant Hostel Manager, who will handle the running details of the operation of the Hostel. Mr. Jones' primary function, after organization, is to work with the Social Services Supervisor and the Medical Supervisor to ensure that continuing programs are carried out towards the rehabilitation of these men.

The Social Services Supervisor will have a staff consisting of Placement Officers, Testing Officers, Assistance Officers, and Field Service Officers.

The Testing Officers will be conducting psychological testing and evaluation of personnel to determine where their abilities lie, and the best manner in which these can be implemented.

The Placement Officer will work directly with placing of the men in active employment. They will work in complete cooperation with Canada Manpower, and at the same time they will spend time out amongst the industry in Alberta, in particular Edmonton, to solicit employment for these people. He will ensure that he has accurate and correct records so that the employers are completely aware of any problems concerning the perspective individual.

The Assistant Officers' function will be to examine the actual means of the men to determine what needs he has in areas such as clothing, additional assistance, that is required when he leaves the Hostel, if he

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is a married man, separated from his home, and to assist him in any manner he can but this will not preclude the referral of these men to the Social Services Dept. for specific followup after leaving the Hostel but rather they will act as an interim Social Worker until the active Social Worker from the Social Service Dept. can take over, or in cases of individuals who do not require continuing followup after a short period of time after job placement.

The Field Service Officer will deal with problems in the field. He would be visiting men who had been placed in employment, seeing that the problems that brought them into the Hostel services are not re-created, and guiding and assisting in any way he can. He will also be working in the fields of education to see that these men are trained or retrained within our present education systems available through Canada Manpower, or other educational facilities in Edmonton. The Health Service Supervisor will have to be a person qualified in medicine. This person may not necessarily be a full time employee but perhaps a part time employee. Reporting directly to him will be people skilled in handling and directing of alcoholic retraining programs, who will provide basic medical examinations and referral to qualified medical people, and issue prescriptions for apparent immediate needs, and any other First Aid services required.

The Psychiatric Co-ordinator will perform any psychological tests he needs at the Hostel, or refer them to EDMONTON Hospitals or The Alberta Hospital for psychiatric care or examination. He will also work directly with the Social Service Supervisor to provide continuing psychiatric care and assistance to any people who have obtained the services of the Hostel and are being retrained or being placed, or are still under the guidance of the Hostel staff.

The whole concept of this is to take a man and treat him as a human being, as a Canadian of lesser circumstance, who has every right to achieve a much more fuller life than he is presently having. It is our belief that only by tackling this problem in a very direct and positive manner that this can

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be completed. This will in the long run save the Federal, Provincial, and Civic Government many dollars because of the savings in lost personnel, the savings in reduced Social Services assistance, and savings in lost hours of work, due to problems that have brought them into the Hostel services. We would also gain because of Taxation available from fully employed people.

If 2% of the daily average men are fully recovered and placed back in the main stream of Canadian society this will in one year generate to the national economy approximately $1,000,000.00, which is more than the cost of running this entire Hostel. Secondly, the placement of these men will reduce the actual needs of the Hostel, as time goes on.

Another aspect of this is the facing of reality that there is a percentage of men who use the Hostel, who are unemployable and will remain unemployable for the foreseeable future, possibly their entire life. DUring the course of evaluation, this will be clearly brought out and it is with this point in mind that we would then want to move into Phase III, for which we are submitting a definitive proposal, but will only outline the basic thoughts that will be required to implement Phase III of our proposal.

The ideal set up for handling of the basic problems of the operation of a single mens Hostel would be upon entering Phase III after successfully putting Phase II in operation and having a period of approximately one year to study the complete effects would be to use this information and to set up in separate premises a center where, upon the completion of preliminary testing of these men, that they would then be placed into the catagories of those who are employable and those who are unemployable. It would then be our intent to place those who are unemployable, for the foreseeable future, into a special building, possibly the same building that is presently used for the Hostel, and they will simply be maintained there with some clothing and shelter as a permenent Welfare assistance case. This would be operated as a separate section of the program. Periodic re-evaluation of these men would ensure that

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no man is passed up for an opportunity to re-establish himself, should his physical and mental situation change.

The second section of this would be the setting up of a center with full meal and lodging accommodation, where the complete medical and psychological testing services are under one roof. These men would be placed in here for a period of approximately seven days to thoroughly test and evaluate them. They would then be placed in specific programs and they would be committed to stay and live in the special section of this building, allotted for those in training. This would be for an indefinite period of time, depending upon the retraining program. Another section of the building could be set up for those who are trained, skilled but are definitely in the transient catagory, when they are actually unemployed and without funds but will be able to return without further training to their live employment as soon as possible.

The present system of turning a man out serves no useful purpose. Perhaps the thoughts were that since he was not there all day long, he would be out looking for work. This just is not the case. For those who are anxious to work will look for work. We believe that it is absolutely essential that the men receive complete accommodation and we strongly recommend the providing of noon meals at the Hostel center. This will provide for the continued guidance of these people. Also, it should be pointed out that those who are taking testing and guidance of the Social Service Supervisor will probably have to be contacted or will actually be taking these tests for a period of several days, and will require constant supervision. The most important aspect to remember here is that these men very deeply need security. They very deeply need discipline,and a provision of discipline and security on a part time basis accomplishes nothing.

We would propose to work directly with all agencies that are supported by other than the Government and who have volunteer services available that would be useful, (i.e.) The Y.M.C.A. have certain services available, at nominal rates. These should be included in the program of re-

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habilitation. Salvation Army has certain facilities and services that are available. Various Church groups, such as the Bissell Centre are doing a very worthwhile job, and should not be discounted.

Scandinavian Management Services Ltd. would be prepared to deduct from its contract price any services that can be provided by volunteer agencies or by other government agencies, or alternatively we would be prepared to hire people from these agencies to fill the positions that we have provided for.
The alcoholic problem is a very severe one and this will require very special attention. The person who will be directly concerned with this will have to be either presently with some governmental agencies or volunteer agencies, and must be completly conversant with this problem They will have to have the intelligence and the ability to converse with an alcoholic and know the problems and be able to direct a person correctly into the right method of rehabilitation.

I know personally that there are several different methods used for curing alcoholism and more than one concept of it. It would also appear to me that all of these are successful in certain ways and that none of them should be discounted completely, but rather the individual should be fitted into the program as best suited to recover from his alcoholic problem. Alcoholics Anonymous, of course, will play a most active role in this.

To work with the people who have come recently from prison will require a very close cooperation with the Attorney Generals Dept. and the John Howard Society. When speaking with the Provincial Director of the John Howard Society, I indicated to him that should our firm be favoured with the operation of this Hostel, we would expect to work very closely with them, and in particular our Field Service Officers, who will be working to assist the individual who require guidance and training after they have been placed in new jobs or retrained. We also feel that there is a position here whereby the Hostel service could work directly with the Director of Corrections

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EDMONTON 30, ALBERTA
PHONE 453-3495, 453-3496

and the various institutes that will be releasing them so that these men could be directed to the Hostel, should it be jointly felt that it will be better to have them come there for re-adjustment into society, rather than have them come in on a casual basis, and simply wind up back in gaol again a few days later.

In conclusion, I would like to state that the only way in which Scandinavian Management Services would become involved in the operation of the Hostel would be on the basis that a very strong social service division be organized within, as we have outlined. It is not our policy to want to operate a soup kitchen, but we are genuinely and sincerely interested in providing legitimate service for the recovery of these DORMANT HUMAN RESOURCES.

Yours very truly,

C. Jack Thorpe,
MANAGER.

CJT/ag
Encl.

SMS

SCANDINAVIAN MANAGEMENT SERVICES LTD.

HEAD OFFICE:
11913 - 134 AVE.
EDMONTON 30, ALBERTA
PHONE 453-3495, 453-3496

APPENDIX A

APPEAL PROCEDURES - In the event a recipient at the Hostel has a grievance against any individual who is an employee of the Hostel, the immediate supervisor of that individual may be contacted, "without prejudice" by the recipient and that this supervisor may be seen forthwith and "forthwith" shall mean within a very few minutes. In the event that the supervisor is not available, the next immediate supervisor may see this person forthwith. If after discussing the problem concerned, this is not satisfied to the satisfaction of the recipient, he may then speak directly to the Assistant Hostel Manager forthwith. If the Assistant Hostel Manager does not or cannot resolve the difference, he may speak to the Hostel Director forthwith. In the event of the absence of the Hostel Director and the Hostel Director cannot be available for a period of not less than three hours, a committee may be set up immediately consisting of two members who may be appointed by the complainant and two supervisors, not directly connected with the complainant. In the event that this procedure does not solve the immediate problem, he would have the right to appeal directly to an Appeal's Officer, appointed by the Social Services Dept. The Appeal's Officer should be considered the final line of authority. It is hardly likely that anything serious enough could develop that would require any authority up to a ministerial level. However, we would be quite agreeable to a provision for this, should the Government feel this is necessary.

Boundaries will be set up similar to those present in the armed services for a man to appeal, and these boundaries would be based upon classes of complaints. In other words, a minor complaint would probably not go beyond the Assistant Hostel Manager. If a person has a serious or major complaint, which are complaints involving possible criminal acts, or other very serious items we would of course involve the police at once.

APPENDIX B

CERTIFICATE OF INSURANCE

Certificate issued to:

Name GOVT. OF THE PROVINCE OF ALBERTA,

Address Legislative Building, Edmonton, Alta.

12

This is to certify that the Policies described below have been issued by The Canadian Surety Company to the Insured named below and are in force at this time. If the insurance afforded thereunder is cancelled or materially changed prior to the expiration date stated below, written notice will be mailed to the person to whom this certificate is issued at least 15 days prior to the effective date of cancellation or change.

Name of Insured SCANDINAVIAN MANAGEMENT SERVICES LTD.

Address 11913 - 134 Ave., Edmonton, Alta.

Policies in force

Type of Policy	Policy Number	Effective	Expires
COMPREHENSIVE GENERAL LIABILITY.	3 003 157	JUL.31-1970	JUL.31-1973.

LIMITS OF LIABILITY	Coverage A — Bodily Injury Liability	Coverage B — Property Damage Liability
	$ each person	$ 500,000. each accident
	$ each accident or occurrence	inclusive limits.

Description of Insured Operations or Automobiles

Dated this 10th day of September 1970

THE CANADIAN SURETY COMPANY

MANDLE NOZICK AGENCIES LTD.

Authorized Representative

PRESIDENT AND GENERAL MANAGER

SCANDINAVIAN MANAGEMENT SERVICES LTD.

HEAD OFFICE:
11913 - 134 AVE.
EDMONTON 30, ALBERTA
PHONE 453-3495, 453-3496

APPENDIX C

ADDITIONAL LIVING ACCOMMODATION OVER & BEYOND HOSTEL FACILITIES:

Scandinavian Management Services Ltd. would undertake to use the existing contractors who are supplying additional sleeping accommodation as an interim measure only.

Since not having an actual contract in our possession we cannot negotiate for other premises. We can only state that it is our clear intention that we will negotiate to purchase or lease a substantial facility as close as possible to the existing Hostel, and with specific approval of the Social Services Dept. and in keeping with all standards as layed down. It is recognized that a more suitable type of accommodation than is presently being provided is needed. The present facilities are entirely inadequate and in many instances actually degrading to any person to have to use them. While it is not anticipated that we would have any difficulty supplying better accommodation at a similar price, we do feel that we would have to continue with the existing accommodation for a short length of time, possibly no longer than three months. We would also maintain the present rates of payment for this. In the event that any of these contractors did not wish to continue on after we assume the contract, should we be the successful tenderer, we will make interim facilities available, and some preliminary discussions have been held with particular owners of buildings to ascertain if they could be available on a short notice basis.

SCANDINAVIAN MANAGEMENT SERVICES LTD.

HEAD OFFICE:
11913 - 134 AVE.
EDMONTON 30, ALBERTA
PHONE 453-3495, 453-3496

APPENDIX D

OPERATING BUDGET -PHASE II

Plant & Physical Maintenance	$ 96,800.00
Rent of Hostel Building	86,110.00
Added Payroll Costs	20,215.00
Objective 3	6,036.00
Objective 4	31,825.00
Objective 5	10,000.00
Hostel Operational Cost & Food Service Including Administrative over Cost Accounting Services & Administration not Covered in the Current Budgets	544,695.00
Management Fee	38,785.00
	$ 834,466.00

If a noon meal is supplied an additional cost of $1.28 per meal will be assessed.

On the basis of Phase II Operation - our firm quotation is $5.03 (Five Dollars and Three Cents) per man per day. Payment is to be based on automatic payments of 50% of estimated operating cost on the 15th day of the month to be billed as an advance. Month end billing to be due and payable on the 5th day after receipt of monthly invoice.

Any amount expended beyond the budget of objectives #3, 4 and 5 with prior authority will be invoiced as a contract extra on month ending invoicing.

SCANDINAVIAN MANAGEMENT SERVICES LTD.

HEAD OFFICE:
11913 - 134 AVE.
EDMONTON 30, ALBERTA
PHONE 453-3495, 453-3496

APPENDIX D.... CONTINUED

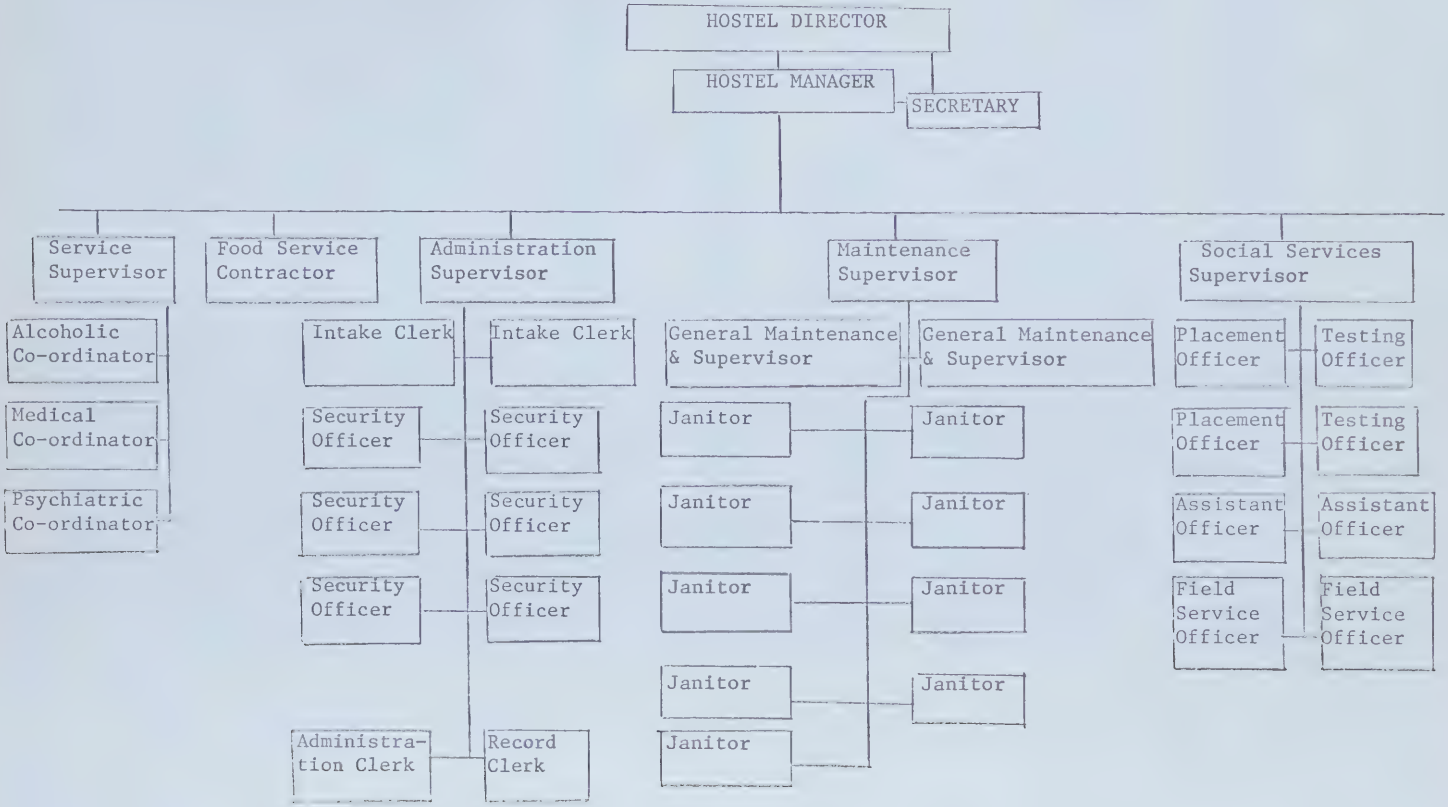
OPERATING BUDGET -PHASE III

Plant & Physical Maintenance	$ 96,800.00
Rent of Hostel Building	86,110.00
Renovations for Medical & Social Services Expansion	32,000.00
Added Payroll	31,174.00
Objective 3	14,800.00
Objective 4	51,000.00
Objective 5	N I L
Hostel Operational Cost & Food Services Including 3 meals a day, Administrative Cost, Accounting Service & Administration not Covered in Current Government Budgets	881,416.00
Management Fee	38,785.00
	$ 1,232,085.00

On the basis of Phase III Operation - our firm quotation is $7.42 per man per day.

Payment to be as per Phase II.

APPENDIX E


HOSTEL DIRECTOR
HOSTEL MANAGER
SECRETARY
Service Supervisor
Food Service Contractor
Administration Supervisor
Maintenance Supervisor
Social Services Supervisor
Alcoholic Co-ordinator
Medical Co-ordinator
Psychiatric Co-ordinator
Intake Clerk
Intake Clerk
Security Officer
Security Officer
Security Officer
Security Officer
Security Officer
Security Officer
Administration Clerk
Record Clerk
General Maintenance & Supervisor
General Maintenance & Supervisor
Janitor
Janitor
Janitor
Janitor
Janitor
Janitor
Janitor
Janitor
Placement Officer
Testing Officer
Placement Officer
Testing Officer
Assistant Officer
Assistant Officer
Field Service Officer
Field Service Officer

APPENDIX E... CONTINUED:

BRIEF: A. R. JONES BSc., MSc.

1969 - 1970	Senior Economist Special Assignments A.D.A. Writing economic bulletins, market feasibility studies, handling consultations and speaking engagements.
1964 - 1969	Head Farm Management Branch Economic and social research and extension. Build understanding throughout the Department of the social and economic management principles, tools and techniques in such a way that they can be used effectively to achieve desired objectives. Planning, scheduling, counselling, teaching, report preparation, bulletin writing, preparation of management teaching material, handling speaking engagements, supervision of branch personnel and activities. Coordination with other departments of government. MSc. Michigan State Univ
1955 - 1963	District Agriculturist Extending information on both an individual and group basis which would help farm families dissolve motivational blocks and turn their desires into solid achievements both in economic and social spheres.
1953 - 1955	Farm Manager Ran two farms for two years while owner was ill. Work involved the care and management of a purebred herd, fitting and showing for sale, also farming 750 acres of land. Directed the work of two men.
1951 - 1953	Research Officer in Charge of Livestock. Identifying and solving practical health, nutrition and management problems, writing up the findings of the research and extending the results to prefessional and farm people.
1947 - 1951	Student University of Alberta Graduated with Distinction. Broad training in Agriculture and specialization in Animal Science and Poultry Science.
1946 - 1947	Leadman and Hospitalization Insurance Salesman. Locate prospects and categorize them as to suitability as prospects so that follow up salesmen could make effective use of their time. To get prospects to reveal wants through an exchange of information and tailoring insurance to needs.
1940 - 1946	Army Instructor Teach new skills and ideas to help men survive in battle. Develop in men personal courage, enthusiasm and confidence. Instill in each person the team spirit. Identify and promote the leaders that the men would trust and follow.

APPENDIX E..... CONTINUED.

BRIEF:	-	Linda E. Overwater, B. Comm., R.I.A.
1956 - 1961	-	Accountant - Western Archrib Structures Ltd., Edmonton, Alberta.
1962 - 1965	-	Accountant - Office Manager - Majestic Contractors Ltd., Edmonton, Alberta. Responsible for seven employees.
1966 - 1969	-	Office Manager - Allied Development Corp. Ltd., Owners and Managers of the C.N. Tower, Edmonton, Alberta.
PRESENT	-	Assistant Manager - Scandinavian Management Services Ltd., Edmonton, Alberta.

APPENDIX E ..... CONTINUED

BRIEF: C. JACK THORPE

1967 to PRESENT:	Scandinavian Management Services Ltd. S.M.S. Northern Ltd. Cleldomar Investments Ltd.
1965 - 1967	Manager - Allied Development Corp. Ltd. (C.N. Tower), Edmonton, Alberta.
1964 - 1965	Sales Manager - Marv Holland Mfg. Ltd., Edmonton, Alberta.
1959 - 1963	Western Regional Manager - McCulloch of Canada.
1957 - 1959	Alberta Manager - Rothmans of Pallmall Canada Ltd.
1952 - 1957	R.C.A.F. - Supply & Logistics Technician on Loan to Defence Research Medical Laboratories.

Academic Background Includes:

Business Finance
Business Mathematics
Accounting & Economics.

APPENDIX F

FORTIER & ASSOCIATES
A DIVISION OF CANADIAN DREDGE & DOCK LIMITED
5712 - 112 AVE. EDMONTON 42, ALBERTA TELEPHONE: 484-8101 TELEX: 037-2426

August 10, 1970

Mr. Jack Thorpe, Manager
Scandinavian Management Services,
11913 - 134 Avenue,
Edmonton, Alberta.

Dear Jack:

Re: Quotation covering meals for Single Men's Hostel in Edmonton.

We will supply labor and food only at $1.20 per meal or $3.60 per man per day. Meal hours to be 7:00 a.m. to 6:00 p.m. daily, meals to be served cafeteria style.

We will use the present kitchen facilities; equipment, dining room and utilities will be provided by you.

We will purchase stocks on hand of groceries and meats, at prices to be agreed upon. Food supplied will be governed by the Canada food guide.

We trust the above will meet with your approval and we look forward to being of service to you in the near future.

Yours truly,
FORTIER & ASSOCIATES

A. Palfreyman/kk

Al Palfreyman,
Contracts manager

AP:kk

Fortier & Associates, from a rather humble beginning in 1950 in the Peace River country, in Northern Alberta, has grown to be one of Western Canada's largest industrial camp and catering concerns, supplying for some 80% of the oil industry in the west. During our peak of last winter, we had under contract camp and catering wise some 160 jobs in Western Canada, the Territories and the Arctic Islands.

In addition we have a Branch office, Fortier Alaska Inc., operating out of Anchorage, Alaska since 1965, and operate a hotel in Frobisher Bay.

Our permanent staff of 100 and field staff of approximately 500 people should generate for us in the next year 8 - 1/4 million dollars of sales.

Some of our major clients should perhaps also be mentioned. Among them we are pleased to note the following:

1. Frobisher Development Ltd.
2. Regent Drilling
3. Pan Arctic Oil Ltd.
4. Ray Geophysical
5. Brown & Root
6. Superior Drilling
7. Sedco Drilling
8. Brinkerhoff Drilling
9. Mannix Construction
10. Mon Max Services
11. Poole Construction
12. Marine Pipeline
13. Ralph M. Parsons
14. International Nuclear
15. Bannister Construction
16. Gulf (B.A.)
17. Imperial Oil
18. Home Oil

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19. Placid Oil
20. Shell Oil
21. Loffland Drilling
22. Reading & Bates
23. Dresser Industries
- and many others

In conclusion we should more for credit references mention that Fortier is one of five divisions owned by CDRH Limited (Canadian Dock Restaurant and Hotel Limited of Toronto, Ontario.), the other four being Canadian Dredge & Dock Ltd. (Toronto), Ruby Foo's Restaurant and Motor Hotel Ltd. (Montreal), Bowie Race

There perhaps was an inference in our quotation that we were using Fortier & Associates. It was our intention to use them only in Phase III - and have priced it accordingly.

Yours very truly,

(Mrs.) L. E. Overwater,
MANAGER.

LEO/ag

SCANDINAVIAN MANAGEMENT SERVICES LTD.

HEAD OFFICE:
11913 - 124 AVE.
EDMONTON 30, ALBERTA
PHONE 453-3495, 453-3496

MAXIMUM SALARY SCHEDULE

R.F.P. #1 - MENS' HOSTEL

1.	18,000.	21.	8,400.
2.	8,400.	22.	8,400.
3.	5,400.	23.	8,400.
4.	16,000.	24.	8,400.
5.	15,000.	25.	8,400.
6.	Contract	26.	8,400.
7.	12,000.	27.	4,200.
8.	9,600.	28.	4,200.
9.	6,000.	29.	4,200.
10.	6,000.	30.	4,200.
11.	5,400.	31.	4,200.
12.	5,400.	32.	4,200.
13.	5,400.	33.	4,200.
14.	5,400.	34.	4,200.
15.	5,400.	35.	4,200.
16.	5,400.	36.	7,200.
17.	5,400.	37.	7,200.
18.	5,400.	38.	9,600.
19.	8,400.	39.	15,000.
20.	8,400.	40.	15,000.

A

REQUEST FOR PROPOSALS

Concerning

OPERATION OF A SERVICE FOR

SINGLE TRANSIENT MEN IN CALGARY

RFP No. 2

Department of Social Development

Issued June, 1970

First revision, July 8th, 1970

Final revision, October, 1970

The Department of Social Development desires to contract with responsible persons and organizations to provide services to an average of 200 single transient men per day in the City of Calgary. In requesting proposals from the private sector the Department wishes to achieve the following objectives more cost effectively.

OBJECTIVES:

1. To provide daily shelter and sleeping accommodation for a minimum of 100 and a maximum of 300 single transient men in the City of Calgary.

Basic Services

2. To provide three meals per day for a minimum of 100 and a maximum of 300 single transient men in the City of Calgary.

Classification

3. To develop and operate a classification system for single transient men in the City of Calgary.

4. To arrange for the meeting of special needs and the provision of special services for single transient men in the City of Calgary, in particular:

Special Services

(a) To arrange for the provision of necessary clothing, drugs, medical assistance, optical and dental care, prosthetic repair, ambulance service, transportation, and special room and board for single transient men in need.

(b) To effectively refer single transient men with special needs, problems, and potentials, to appropriate community resources and opportunities.

Research

5. To devise alternative methods for the classification, maintenance and rehabilitation of single transient men, which are more cost effective and more successful than present procedures.

To facilitate the achievement of these objectives, the Department is prepared to lease the Single Men's Hostel Building at 631 - 7 Avenue, S.E. to the contractor. It is not intended that this hostel become a semi-permanent home for single transient men or that the hostel service remain essentially a "maintenance service". Rather, it is envisioned that the hostel become a place where single transient men in need can go for:

(a) Classification and counselling.
(b) Referral on to developmental opportunities and/or rehabilitative services provided at the hostel or elsewhere.
(c) Temporary accommodation and meal service while the above are being provided.

GUIDELINES AS TO STANDARDS:

Proposals submitted in response to this Request for Proposal, and any subsequent project carried out by a contractor must be consistent with the following guidelines:

1. Shelter and sleeping accommodation provided must be to the following standard, or better:

   (a) Shelter and sleeping accommodation must comply with and be licensed under The Welfare Homes Act.

   (b) One bed for each transient man.

   (c) 75 sq. ft. of floor space for each transient man.

   (d) Adequate facilities for personal hygiene including deinfestation.

   (e) Maintain segregated facilities for those suffering from illnesses requiring segregation.

   (f) Maintain a basic standard of shelter and sleeping accommodation consistent with a reasonable level of health, well-being and decency for single transient men.

2. Meals provided must be to the following standard, or better:

   (a) Three meals per day in accordance with the standards set out in "Canada's Food Guide".

   (b) Standards of the Calgary Board of Health must be complied with.

3. It is expected that the services of the hostel will be provided in such a way as to:

   (a) Meet legitimate needs, without creating permanent dependancy or stimulating substantially increased demands for maintenance services.

   (b) Encourage a sense of personal initiative and responsibility on the part of the recipients of services relative to their own development.

   (c) Prevent the exploitation of the services by a few, to the detriment of others with greater needs.

   (d) Meet the responsibilities of the Province of Alberta in this field of social service, without assuming or adding to the similar responsibilities of other provinces.

4. With respect to the development and operation of a classification system, respondents are at liberty to propose whatever system they think appropriate to facilitate the satisfactory provision of basic services, special services and effective referrals.

   Respondents should, however, refer to the Report of the Honourable Justice Michael B. O'Byrne (See Appendix G) which recommends that a classification system should be provided in the hostels:

   (a) To assess the job capacity of transients in relation to the work available.

   (b) To ascertain the need for medical or psychiatric care.

   (c) To classify transients according to special problems (alcoholism, drug addiction, etc.).

   (d) Specifically, to categorize the ill of alcoholism.

   (e) To separate out those who belong in other institutions.

   (f) To divide the men on the basis of age (with dormitories arranged accordingly).

   (g) To distinguish between those who are in fact single, and those who have marital and domestic problems.

5. It is expected that respondents will present specific plans for mobilizing non-Governmental resources, to meet the special needs of single transient men in the City of Calgary.

   In addition, the successful respondent (contractor) will be authorized to act as an agent of the Department of Social Development for issuing Social Allowance to meet the special needs of single transient men in the City of Calgary. In performing this function, the contractor will be required to adhere to criteria established by the Department for the issuance of Social Allowance, and will be subject to monitoring by the Department.

6. In particular, with regard to the meeting of special needs:

   (a) New clothing must be provided only if required by reason of employment, the type and amount to be governed by the circumstances of employment.

   (b) First-Aid supplies and usual non-prescription drugs must be maintained and supplied as necessary.

(c) Emergency medical, dental and optical care, prosthetic repair, and ambulance service, must be arranged.

(d) Transportation to and from employment and other special needs (such as special room and board) must be supplied when necessary.

(e) Burial expenses will not be the responsibility of the contractor.

7. With respect to referrals:

(a) A thorough knowledge, understanding, and commitment to the use of other community resources (public and private) is a requirement.

(b) Referrals are to be effective (insofar as it is within the power of the contractor to make them so) - resulting in a fast and positive response to the needs of the men referred.

(c) Men assessed as capable of employment should be referred to Canada Manpower for employment.

(d) Special priority is to be given to the referral of:

(i) Single transient men requiring attention beyond the scope of the hostel services, to other agencies providing the service required.

(ii) Single transient men with alcoholic problems, to specialized treatment.

(iii) Single transient men willing and able to work, to specific employment opportunities (in addition to referral to Canada Manpower).

8. The contractor must be prepared to guarantee:

(a) The non-discriminatory provisions of services pursuant to The Alberta Human Rights Act.

(b) The use of fair employment practices in dealing with employees.

(c) The fair and humane treatment of the recipients of services.

9. Any capital assets leased to the contractor by the Government of Alberta (e.g. The Calgary Single Men's Hostel Building, equipment, furnishings, etc.) must be maintained to present standards, and will be subject to periodic inspection by the Department of Public Works.

10. If any of the above guidelines can be shown to be inappropriate, alternative suggestions will be considered and may be accepted.

ADMINISTRATIVE GUIDELINES:

1. The following criteria must be met to establish a man's eligibility for hostel services:

   (a) Not supporting one or more dependants in his custody.

   (b) Without sufficient funds to purchase accommodation and meals.

   (c) Age 18 years or over.

   The following additional criteria as to eligibility require discretion in their application:

   (a) No established residence in Alberta (12 consecutive months on a self-supporting basis in an Alberta Municipality immediately preceding application for hostel services).

   (b) Employable (it is recognized that some unemployable men cannot be cared for elsewhere and should receive hostel services).

   (c) Discretion must also be exercised with respect to persons who are ill, violent, or dangerously intoxicated, so as to protect the individual and residents of the hostel.

2. The Government of Alberta reserves the right to refer persons to the Single Men's Hostel for services, and the contractor must provide services to persons so referred. Any Government referrals to the hostel will be made through the Homes and Institutions Branch of the Department of Social Development.

3. The contractor shall maintain in full force and effect a comprehensive general liability insurance policy satisfactory to the Minister of Social Development. Because of the difficulties in specifying the exact nature or cost of this insurance until the identity of the contractor and the exact form of the lease and service agreements are known, respondents will not be required to provide details on liability insurance with their proposals. Assurance should, however, be provided that the respondent is able to obtain such insurance.

   The contractor will also be required to maintain insurance

satisfactory to the Minister on the contents of the building. Insurance on the building itself (as well as boiler insurance) will be the responsibility of the Department of Public Works. (See Appendix E)

4. Proposals submitted must include house rules to be observed by those using the services provided.

5. Generally, the contractor will be required to satisfy the documentation and record keeping requirements of the Department of Social Development, the Canada Assistance Plan and the Provincial Auditor. More particularly the contractor will be required:

   (a) To complete and maintain a record of each single transient man served. (In order for a portion of the costs of this service to be met through the Canada Assistance Plan, it is required that the record of each single transient man serviced contain some type of application for assistance and information to establish need.)

   (b) To complete and submit (to the Homes and Institutions Branch of the Department of Social Development) a monthly record summarizing the services provided.

   (c) To complete and submit (to the Homes and Institutions Branch) a monthly financial operating statement, and an audited financial statement annually.

   The attached envelope (labelled Appendix F) contains samples of the various forms and documents presently used in operating the hostel service.

6. Proposals submitted must include an appeal procedure designed to provide an opportunity for any person dissatisfied with the operation of the hostel system or a decision of the hostel staff to have his grievance considered.

7. It is not anticipated the contractor will require sleeping accommodation and services in excess of that available within the Single Men's Hostel, Calgary.

8. If any of the above guidelines can be shown to be inappropriate, alternative suggestions will be considered and may be accepted.

FINANCIAL GUIDELINES:

1. The Government of Alberta is prepared to lease to the contractor the Single Men's Hostel building referred to in Appendix A.

2. The Government of Alberta is prepared to lease or sell to the contractor the equipment and furnishings contained in the Single Men's Hostel as described in Appendix B.

3. At present, supplies for the hostels are purchased through the Provincial Purchasing Agent and are exempt from Federal Sales Tax. Without this exemption, it is estimated that the cost of supplies for the hostels would be about 5% greater.

   Forms and explanatory material dealing with Federal Sales Tax rebates to "certified institutions" are attached. (See appendix G). Respondents should seek to determine whether or not they would be eligible for this rebate, as eligibility or ineligibility will affect the cost of their services.

4. The contractor, upon assuming responsibility for the hostel service, will be expected to purchase any existing stocks of usable supplies at cost. (The value of these stocks and supplies would not exceed $3,000.00).

5. The contractor will be responsible for all maintenance to the said building, equipment and furnishings to the present standards unless otherwise specified in the lease or service agreements. Proposed renovations or alterations will be subject to approval by the owner.

6. The contractor will be responsible for the payment of any and all taxes. (Government grants in lieu of taxes will not be charged to the contractor.)

7. A summary of operating costs to the Government of Alberta for the Single Men's Hostel, Calgary, and the services provided therein is described in Appendix C.

8. Responses to this RFP should include budget estimates for the implementation of the respondent's proposal. It is expected that the bulk of the contractor's services budget will be committed to the provision of "basic services" (accommodation and meals). This is not to imply that the classification and special services objectives are less important, but it is anticipated that they can be achieved at much lower cost than the basic services objectives.

   An allowance of approximately $5,000.00 should be made for the attainment of objective 5.

   Budgets proposed should show some gain in cost effectiveness to the public sector through contracting the provision of these services to the private sector.

9. Responses to this RFP should contain a list of personnel requirements, wages and salaries proposed, and any sub-contracts proposed.

   NOTE: The contractor will not be required to hire or attempt to hire the personnel now operating the hostel services. He will, however, be strongly urged to give first consideration to persons already working in the hostels, when recruiting personnel.

10. Responses to this RFP should contain a clear statement of:

   (a) Terms proposed for acquiring the use of the capital assets of the Single Men's Hostel service in Calgary.

   (b) Terms proposed for operating a service for single transient men in the City of Calgary to attain the objectives of this RFP.

   (c) The schedule of payments required from the Government of Alberta to implement the proposal submitted.

   (d) Any additional terms desired in a contract for the provision of the required services (including the terms of any lease arrangement desired).

11. The respondent should propose bonus and penalty clauses for outstanding achievement or non-achievement of the objectives of this RFP.

12. Every respondent must submit a bid bond for 10% of the respondent's proposed operating budget for the first year, or provide alternative assurances that a performance bond may be obtained. The successful respondent (contractor) will be required to post a performance bond annually, equal to approximately 25% of the operating budget for the ensueing year.

13. If any of the above financial guidelines can be shown to be inappropriate, alternative suggestions will be considered and may be accepted.

GENERAL GUIDELINES:

1. This request for proposal is issued under the authority of the Honourable R. A. Speaker, Minister of Social Development.

2. Management responsibility for this RFP has been assigned to a Management Group composed of the following persons:

Mr. P. Manning (Chairman),
M. & M. Systems Research Ltd.,
208 Confederation Building,
Edmonton, Alberta.
Phone: 424-0827

Mr. J. J. Watkins, Program Supervisor,
Department of Social Development,
109th Street and Jasper Avenue,
Edmonton, Alberta.
Phone: 429-5411, Local 48

Mr. Roy Wilson, Manager,
F. A. Wilson Realty Limited,
122 - 16th Avenue, N.E.,
Calgary, Alberta.
Phone: 277-7556

Mr. Manning's role is to serve as chairman and to provide needed RFP management expertise. Mr. Watkins represents the Department of Social Development, and is both knowledgeable and experienced in the field of providing services to single transient men. Mr. Wilson's role is to represent the public at large, and to bring sound business judgement to bear on the decisions of the Management Group.

The Management Group is responsible for distributing this RFP, providing information and consultation required by prospective respondents, evaluating proposals received, and making recommendations to the Minister.

3. An orientation meeting for persons and organizations interested in responding to this RFP, or substantially affected by this RFP will be held on the 29th day of June, 1970, at 9:00 a.m. in Room 801, John J. Bowlen Building, 620 - 7th Avenue, S.W., Calgary. Prospective respondents are requested to attend this meeting in order to meet the Management Group, to obtain further information, and to obtain clarification of questionable points.

4. Prospective respondents may make arrangements to inspect the Single Men's Hostel premises by contacting:

Mr. L. G. Dagg,
Manager,
Single Men's Hostel,
631 - 7th Avenue, S.E.,
Calgary, Alberta.
Phone: 269-1921

5. Proposals in response to this RFP should be submitted in

quadruplicate, prior to 4:30 p.m. on the day of September 10th, 1970 to:

The Chairman,
Request for Proposals Management Group,
Room 322,
Legislative Building,
Edmonton, Alberta.

6. It is anticipated that contracts (agreements) will be negotiated with the successful respondent by September 30th, 1970, and that the contractor should commence operations on November 1st, 1970.

7. It is anticipated that the Government will enter into two separate agreements with the successful respondent:

   (a) A "Lease Agreement" between the successful respondent and the Department of Public Works with respect to the buildings and equipment.

   (b) A "Service Agreement" between the successful respondent and the Department of Social Development with respect to the provision of services.

   The intent of the Service Agreement will be to constitute the respondent as an "independent contractor".

   From the standpoint of the Canada Assistance Plan the contractor will be regarded as a "Provincially approved agency" (under section 2, ss k of the Act) and the hostels will continue to be regarded as "homes for special care".

   The Department of the Attorney General advises that it does not "consider the operators of the Single Men's Hostels to be inn-keepers with the liabilities consequent thereon.
   The method of operation of these hostels in not requiring a price to be paid by the transient for the accommodation provided, would not bring the operator either within the common law or statutory definitions of "inn-keeper"."

8. Unnecessarily elaborate brochures or other presentation beyond that sufficient to present a complete and effective proposal are not desired.

9. No proposal submitted in response to this Request for Proposal will necessarily be accepted. All proposals submitted become the property of the Government of Alberta. In the event that no single proposal is acceptable, the Government of Alberta

reserves the right to synthesize the best features of all responses and to invite further proposals.

10. Proposals will be evaluated by the Management Group, which will then make a recommendation to the Minister. Criteria such as the following will be used in making evaluations:

    (a) Qualifications of the respondent for achieving the objectives proposed, including

        - relevant experience
        - social responsibility
        - financial responsibility
        - management capability
        - evidence of enterprise and initiative

    (b) Assessment of the proposal from the standpoint of

        - evidence of basic understanding of the work involved
        - evidence of originality and creativity
        - soundness of basic approach
        - quality of planning
        - quality of proposed inputs
        - adherance to guidelines
        - feasibility

    (c) Probability of successful achievement of objectives should proposal be implemented.

    (d) Estimated cost effectiveness of the proposal (i.e. an estimate of how much implementation of a given proposal will contribute toward the achievement of the objectives, per dollar spent on the project by the Government of Alberta. This estimate will include consideration of second order or indirect costs and benefits resulting from implementation of the proposal.)

11. Attainment of objective 5 of this RFP is expected to involve a program of research to be conducted by the contractor prior to November 1st, 1971. The end result of this program of research should be the development of improved methods for the classification, maintenance, and rehabilitation of single transient men, and a plan for the implementation of these methods. In developing improved methods, consideration should be given to the recommendations of the O'Byrne Report (see Appendix G). Responses to this RFP should include a plan for the attainment of objective 5.

12. Proposals must reflect genuine social concern and economic feasibility. They should contain evidence of consultation with those to be served by the contractor.

13. The Service Agreement negotiated with the successful

respondent will be monitored by the Homes and Institutions Branch of the Department of Social Development. The contractor will be required to co-operate fully with the Homes and Institutions Branch in the discharge of this function.

14. The Service and Lease Agreements may be terminated for non-achievement of objectives or for failure to adhere to agreed upon guidelines.

15. Special allowances will be considered for uncontrollable factors in the provision of Single Men's Hostel services caused by deterioration of economic conditions. These allowances should be proposed by the respondent.

16. Inquiries concerning any aspect of this Request for Proposals are welcome, and should be directed to the Chairman of the Request for Proposals Management Group. Additional copies of this RFP may be obtained from the office of the Manager of the Single Men's Hostel, (631 - 7th Avenue, S.E., Calgary).

17. Individuals and organizations intending to make formal comprehensive responses to this RFP should so advise the Chairman of The Request For Proposals Management Group (208 Confederation Building, Edmonton), in writing prior to July 31st. 1970.

    In giving notice of your intention to respond, please designate one individual (name, address, phone number) as the contact to whom the Chairman should address any further communications.

18. If any of the above guidelines can be shown to be inappropriate, alternative suggestions will be considered and may be accepted.

ATTACHMENTS

Attachments to this RFP should include:

Appendix A: Description of present Single Men's Hostel facilities, and capital costs.

Appendix B: An inventory of equipment, furnishings and supplies (including a list of current suppliers).

Appendix C: A statement of operating expenses (including maintenance) for the Single Men's Hostel service.

Appendix D: A listing of current personnel employed in the Single Men's Hostel service.

Appendix E: Current Insurance Policy.

Appendix F: Sample records, documents, etc. currently utilized by the Government of Alberta in the operation of the Single Men's Hostel service.

Appendix G: Miscellaneous attachments including:

(1) The Welfare Homes Act
(2) Canada's Food Guide
(3) Provincial Board of Health Regulations Respecting
(4) The Alberta Human Rights Act Housing
(5) The Alberta Human Rights Act and Managers of Hotels, Motels, Restaurants, etc.
(6) The Alberta Human Rights Act and the Individual
(7) The Alberta Human Rights Act and the Employer
(8) Fair Employment Laws in Canada
(9) Single Men's Hostel, Calgary, Rules and Regulations
(10) The Report of the Honourable Mr. Justice Michael O'Byrne
(11) Requests for Proposals and Social Contracts: A Strategy for Organizing Resources to Achieve Social Goals.
(12) Menus currently in use at the Edmonton and Calgary hostels
(13) Forms and explanatory material dealing with Federal Sales Tax Rebates to "certified institutions".
(14) An act Respecting Social Development
(15) The Canada Assistance Plan (Act and Regulations)

Appendix H: A listing of all agencies (public and private) presently connected with the hostel services in Calgary with an accompanying description of the present relations between these agencies and the hostel services. Respondents are expected to utilize this list in planning their approach to the co-ordination of hostel services with other agencies, and the effective referral of persons with special needs to appropriate agencies and programs.

NOTE: These appendices are provided for general information purposes only, and should not be regarded as complete or accurate in every detail.

PROPOSAL TO THE PROVINCIAL GOVERNMENT

DEPARTMENT OF SOCIAL DEVELOPMENT

IN RESPONSE TO R.F.P. #2

(CALGARY SINGLE MEN'S HOSTEL)

by:

CALGARY SOCIAL CONCERNS SOCIETY

J. T. Lowery, Chairman,
#212, 818-8th Avenue S.W.,
Calgary 2, Alberta.
264-6738 (403)

I N D E X

1. Index

2. Letter

3. Boardmember Backgrounds

4. Introduction

5. Objectives and Methods

6. Personnel and Financial

7. Appendixes:

   A. - House Rules

   B. - Research Program

   C. - Classification and Rehabilitation

   D. - Future Plans

September 9, 1970.

The Chairman,
Request for Proposals
Management Group,
Room 322,
Legislative Building,
EDMONTON, Alberta.

Dear Sir:

This proposal is submitted under the following guidelines.

The Society is not incorporated, but will be the moment an indication is received suggesting the acceptance of this proposal.

This makes inclusion of a bid bond impossible at this time, but assurances have been received that a performance bond would be available if selected. This is according to item 13 under Financial Guidelines which asks for alternate suggestions if any of those listed should be inappropriate.

The bid is based on a fixed monthly budget plus a variable charge based on occupancy over the base number of men housed.

The fixed monthly charge will be due at the beginning of each month, ie. November 1, 1970, while the variable charge will be invoiced within five days following the end of the month.

The purpose of the Society is to use any and all profits for extension of existing rehabilitative programs and creation of new programs in the Calgary area. As these programs will be of interest to governments, no such programs will be inaugurated without detailed consultation with relevant departments of government.

. 2

This is a new concept, for which the government is to be commended. We feel that the community represented by our Advisory Board and Board of Directors equips us to achieve the objectives set out by the Management Committee and to go beyond them in a way which will reflect creditably upon the government, and to the benefit of the Calgary community.

In our General Manager and our Business Manager, we feel we have the two men best qualified to achieve these objectives to the satisfaction of both the government and the Board of Directors.

This bid is based on achieving a contract with the Department of Public Works for lease of premises at $1.00 per year and lease of equipment at $1.00 per year. We will agree to maintenance requirements as laid out in R.F.P. We will also agree to purchase useable supplies at invoice price.

The lease of equipment to include all items currently in the building whether or not appearing on the inventory.

A higher valuation on the property and equipment lease will have to be reflected in a higher service contract.

We have submitted on this basis as we feel a non-profit society with our aims is less likely to have criticism levelled through use of government owned facilities than other types of organizations with other aims.

Yours sincerely,

J. T. Lowery,
Chairman,
Board of Directors.

CALGARY SOCIAL CONCERNS SOCIETY (SOCON)

A Society under the Societies Act of Alberta, formed to undertake social service programs in the Calgary area. The actual incorporation to take place upon receipt of an indication that the group has been selected to operate the Hostel.

The Advisory Board and the Board of Directors are composed of citizens, representative of the community, serving without remuneration (except for two officers who will be full time employees of the Society).

The Advisory Board will number not more than three and the Board of Directors not more than nine.

ADVISORY BOARD

Don J. Harvie
President, Canadian Fina Oil Co.
Past President, Calgary United Fund.
Many years of activity in connection with the Social Services and United Fund programs in Calgary.

Brother Christopher
Director-Superior, Don Bosco Boys House, Calgary.

BOARD OF DIRECTORS

Louis J. Lebel
Vice-President, Chevron Standard Oil Co.
Past President, Calgary United Fund.

Ian Walker
Executive Secretary, Calgary Social Planning Council.

Inspector Chris G. Stagg
Chief Traffic Inspector, City of Calgary Police Department. Inspector Stagg retires from police duties this October and has expressed an interest in working actively with the Hostel program.

BOARD OF DIRECTORS (Cont'd)

Jack T. Lowery (Officer)
President, Conuco Limited.
Chairman, Financial and Administration Committee, Metropolitan Calgary Foundation.
Past President, Calgary Pastoral Institute.
Chairman (to be) of Hostel Board.

Rev. George Whitford (Officer)
Calgary Social Action Chaplain, United Church of Canada.
Director of Trinity Industries Calgary.
Chaplain, Mutchmor Place and Riverside Villa.
Chaplain, Provincial Gaol.
Chaplain, Calgary City Police Department.
Member, Calgary Inter-Faith and Social Action Committee. ✓ monthly meetings
Member, Board of Directors, Calgary Welcome and Recreational Centre. ✓
General Manager (to be) of Hostel Operations.

Garth Gloeckler (Officer) ✓
Assistant Administrator, Calgary Auxiliary Hospital and Nursing Home, District #7.
Business Manager (to be) of Hostel operations.

To be added - two representatives from Calgary Inter-Faith Social Action Committee.

INTRODUCTION

In response to the Alberta Government's Request For Proposal No. 2 a number of responsible and socially concerned citizens met together to discuss the proposal.

After careful study of the R.F.P. No. 2 in conjunction with a number of meetings with the Management Committee, the residents of the Calgary Hostel, the staff of the Hostel and some of the agencies involved with the single transient man in the City of Calgary, it was decided unanimously that a response be made to R.F.P. No. 2 and a proposal prepared.

OBJECTIVES AND METHODS

The Society is composed of citizens of Calgary, concerned that the private sector have an opportunity to work with government in dealing with community programs.

The Society is a non-profit agency, but bidding its services at a profitable level, in order to generate funds with which to launch new or expand existing programs of a rehabilitative nature in the Calgary community. All profits will be so used after consultation with existing governing groups.

Specific Aims re Single Men's Hostel - R.F.P. No.2.

To provide services to the family-less transient male in Calgary.

To provide an environment in which problem cases may be given assistance and training to overcome personal problems and then provide employment opportunities.

To maximize the involvement of the volunteer, experienced citizens, in a creative approach to problems involving the family-less transient in the Calgary area.

To develop programs to more fully utilize the facilities currently available for this and other rehabilitative programs in Calgary as funds and personnel permit.

To achieve this objective we propose to provide the following services:

1. To provide daily shelter and sleeping accommodation for a minimum of 100, and a maximum of 300 single transient men.

2. To provide three meals per day in accordance with the standards set out by the "Canadian Food Guide" for a minimum of 100 and a maximum of 300 single transient men.

3. To develop and operate a classification system for single transient men within the Provincial Hostel as follows:

OBJECTIVES AND METHODS (Cont'd)

Classification System

(a) To assess the employment capacity of the transient in relation to the employment available.

(b) To ascertain the need for medical or psychiatric care.

(c) To classify the transient according to special problems: alcoholism, drug addiction, etc.

(d) To distinguish between those who are in fact single and those who have marital and domestic problems. This classification will provide more knowledge of social backgrounds.

(e) To identify those who might be referred to other institutions and agencies.

(f) To further classify those with alcoholic problems.

Summary: To divide the men, on the basis of classification, i.e. the chronic alcoholic will be in a separate dormitory to the alcoholic who is on a rehabilitation program. Employables will be separated from the unemployables, etc.

4. In conjunction with the classification system to attempt to meet the special needs of the single transient man in Calgary by providing the following services.

(a) To arrange for the provision of necessary clothing, drugs, medical care, optical and dental care, prosthetic repair, ambulance service, transportation and special room and board.

(b) To make effective use of community resources in the implementation and continuation of a rehabilitation program for 20 transient men in the City of Calgary.

OBJECTIVES AND METHODS (Cont'd)

(c) To develop with the appropriate agencies (especially Canada Manpower, Alberta Job Placement Service, and selected industries) a cooperative employment placement service within the Hostel, utilizing some of the more reliable Hostel residents to help in its operation.

(d) To provide in cooperation with the newly established Commission on Alcohol and Narcotic Education (formerly Division of Alcoholism) an education and counselling service within the Hostel.

(e) To encourage the involvement of the A.A. fellowship in the City of Calgary by offering the use of space for A.A. meetings, etc.

(f) To set up a monthly consultation clinic to which will be invited representatives of all agencies who are and might be involved with the single transient man in the City of Calgary.

(g) To effectively refer the single transient man whose needs cannot be met within the scope of services proposed within the hostel to the appropriate community resources and opportunities and to attempt to follow his progress by sharing information with the other agencies involved.

(h) To utilize the Hostel during the day time hours by providing opportunities for job placement study, an information service and a better library.

(i) To cooperate closely with the Board of Directors and staff of the Calgary Welcome and Recreation Centre, The Salvation Army, and other agencies involved in helping the single transient man, in an attempt to prevent overlapping of services and to provide more effective services.

(j) To effectively employ the services of a number of residents in the total operation of the Hostel specifically in the areas of janitorial, laundry and kitchen and dining room services.

OBJECTIVES AND METHODS (Cont'd)

(k) In cooperation with the Department of Social Development, to work out the best method of meeting emergency and special needs of the single transient man.

(l) A grievance by a resident which is not dealt with by the Manager to the satisfaction of the resident, may be submitted in writing with signature of complainant to the Board of Directors.

5. To carry out a continuing evaluation and research program in an attempt to make more effective the proposed services. (See Appendix B.)

PERSONNEL AND FINANCIAL REQUIREMENTS

A list of personnel requirements, including salaries proposed, follows. It is planned to utilize the residents in the Hostel by payment in wages, through planned rehabilitative programs to augment the salaried staff.

For purposes of our bid, it is understood that all existing personnel contracts will be completed by October 31, 1970. If selected as contractor, we will interview, with a view to hiring, some members of the present staff.

Director	1	1000	$ 12,000
Assistant Director	1	471-594	7,128
Business Manager	1	1000	12,000
Classifications and Employment Worker	1	400-500	6,000
Alcoholism Advisor	1	-	-
Social Worker	1	493-683	8,196
Clerk-typist	1	278-411	4,932
Hostel worker	4	393-493	23,664
Maid	1	323-393	4,716
Maintenance Man	1	348-430	5,160
Cook II	1	411-517	6,204
Cook I	2	377-417	11,304
Kitchen Helper	1	335-411	4,932
Housekeeping Supervisor	1	550-650	7,800
Assistant Housekeeping Supervisor	1	450-550	6,600
	19		$120,636

The total budget to provide basic services and a rehabilitative program to 100 men per day is $229,955. It is proposed that a monthly basic payment of $19,175.00 be paid by government at the first of each month. In addition to the basic services for 100 men, it is proposed that a daily charge of $1.75 per man be levied the government for each man provided for over 100. Such charges would be billed within five days of the month following provision of services.

PERSONNEL AND FINANCIAL
REQUIREMENTS (Cont'd)

This bid is based on meeting all minimums established by various food and health regulations and other employment practices as laid out in R.F.P. No. 2.

The contract negotiated would run three years with the proviso that the financial requirements would be reviewed annually, during the 11th month of the contract year.

APPENDIX A.

SUGGESTED RULES AND REGULATIONS

1. Residents of the Hostel are limited to seven days accommodation unless resident's attitudes and endeavors to secure employment are such to merit extension.

2. All residents will be out of Hostel by 8:30 a.m. week days and will not return before lunch time of 11:30 a.m., unless involved in an educational or other program in the Hostel.

3. Immediately after lunch residents will be expected to leave the building to seek employment and will not return before 3:30 p.m. This regulation will not apply during the extreme weather in the winter months, or on regular or long weekends, when men will be permitted to remain inside after lunch, if they so desire.

4. All residents not registered with Canada Manpower must do so immediately after being admitted to Hostel.

5. The services of a social worker are available at the Hostel and men are encouraged to consult with him. Appointments should be made through the general office.

6. Residents desiring opportunities for permanent employment or vocational training will contact the employment worker.

7. Appropriate action will be taken against anyone obtaining assistance at the Hostel whilst in receipt of unemployment insurance benefits or other undeclared income.

8. On being registered in the Hostel, all men are requested to take a bath and they can obtain towel and soap for this purpose from the orderly on duty. Bath towel must be returned to person issuing same after applicant has finished bathing. There are ample bathing facilities in the building and all residents are required to bathe weekly.

APPENDIX A. (Cont'd)

9. No intoxicating liquor of any kind is allowed on the premises and anyone found in possession of same will be requested to leave the building. Anyone arriving at the Hostel in an intoxicated condition may be refused entry. Likewise anyone found on the premises in a drunken condition will be asked to leave.

10. Beds shall be made up each morning and kept tidy during the day. Rooms and dormitories must be kept clean and tidy and all refuse removed and properly disposed of.

11. Fire regulations demand that the utmost caution be used in disposing of lighted cigarettes and matches. There must be ABSOLUTELY NO SMOKING IN BED. Persons disregarding this latter regulation may be requested to leave the building.

12. All main lights in the rotunda, dormitories and bedrooms shall be extinguished at 11:00 p.m., and all men will be indoors by that time, unless by special permission.

13. Visitors to the Hostel must first acquaint the office of their presence, after which facilities will be provided to visit.

14. It is important that all residents checking out notify the office. Anyone failing to comply with this regulation may have any future application for assistance at the Hostel refused.

15. Any man who feels aggrieved and believes he has not been fairly and properly dealt with should register his complaint directly with the Hostel Manager.

APPENDIX B.

With specific reference to Objective No. 5.

In the City of Calgary, some attempts have been made to help in the rehabilitation of the single transient man.

The Salvation Army, Trinity United Industries and Mutchmor Place, (a home for alcoholics) are cases in point.

During the month of October, 1970, and with the permission of the agencies involved, a program of research will be conducted in an attempt to evaluate the effectiveness of these programs, with the view to them becoming a part of the Hostel rehabilitation program.

Further research will be made of the materials offered to the respondents by Rev. Douglas Brown of Lloydminster, Mr. Randall Odrokon of the Single Men's Hostel in Edmonton, and Mr. H. K. Sabharwal, Consultant and Social Work Coordinator of the World University Organization.

APPENDIX C.

The classification system will follow closely the guidelines set by Justice O'Byrne in his report.

The two meetings with the residents of the Edmonton and Calgary Hostels, indicated by the questions asked, that the men were for the large majority vitally interested in the establishment of a program within the Hostel which would give the residents the best possible chance of finding employment.

With this in mind, the total operation of the Hostel, and specifically the rehabilitation program will be designed to offer the residents this chance.

i.e. The janitorial services in the Hostel will be carried out by a staff including one superintendent and one janitorial instructor, plus up to six of the residents who will be on a training program.

The laundry will be processed on the Hostel premises and a laundry training program for up to four residents will be implemented.

It is hoped to include a training program for up to four of the residents, in the kitchen and dining room area.

APPENDIX D.

FUTURE PLANS.

Future plans for increasing the effectiveness of the proposed services include the following:

1. To establish liaison with Hostels in Alberta and other provinces for the purpose of:

   (a) Sharing ideas.
   (b) To make available lists of single transient men being served.
   (c) To prevent abuse of Hostel facilities throughout the nation.

2. To attempt to harness the vast resources of volunteers in all faith groups, service clubs and other community organizations who are sincerely concerned about social problems.

3. To utilize the services of Inter-Faith clergymen, especially in the area of counselling, panels, seminars, etc.

4. To explore the possibilities in cooperation with John Howard Society of setting up a program for the ex-inmate from the Provincial Gaol, to help him get established in society.

5. To explore the possible use of University and Mount Royal College Sociology students in research and evaluation programs within the Hostel.

6. To provide training opportunities for rehabilitation staff.

September 21, 1970.

Mr. Preston Manning,
Chairman, Request for Proposals,
Management Group,
M. & M. Systems Research Ltd.,
208-10355 Jasper Avenue,
EDMONTON 15, Alberta.

Dear Mr. Manning:

Further to our meeting of September 17th, I am enclosing a further breakdown of our financial statement, as requested by your management group.

Our meeting also discussed various other programs which we hope to bring into the facilities in some capacity. As explained none of these are confirmed as nothing can be firmed up until a contractor has been selected.

1. Calgary Welcome and Recreation Centre.
2. John Howard Society.
3. Meals on Wheels.

This is only a beginning of what we hope will be a great increase in the use of the facilities. At the same time we will be attempting to rehabilitate the percentage of men currently using the services who would take advantage of the programs we plan on providing.

You mentioned that our group's bid was based heavily on the background of the people on our Board and our General Manager. This is by design in that we are dealing with human lives and therefore we must be prepared to enlist the best.

. 2

Many persons feel it is a waste of time dealing with the single transient men, and for this reason this R.F.P. received fewer proposals than some more attractive programs might have brought forth. However the calibre of our group will show the community leaders that it is important, and I guarantee we will add sufficient numbers to our Boards to ensure that our training programs for these men elicit the kind of response from the business community which will encourage more of the transient men to feel that there is a chance to lift themselves out of their present situation.

I trust this information will assist your committee in its evaluation.

Yours sincerely,

J. T. Lowery.

JTL/jam

CALGARY SOCIAL CONCERNS SOCIETY

Financial Details of Bid.

Salaries		$ 118,440	
Wages (to part time trainees)		10,000	
Supplies and services			
Administration	$ 5,555		
Dietary	2,560		
Laundry and linen	5,500		
Janitorial	6,600		
Maintenance	1,000		
		21,215	
Purchased Services			
Public Works Maint.	10,000		(This should
Security	3,600		be too high
Special Needs	2,000		depending on
		15,600	contract)
Utilities		10,000	
Food		31,000	
		206,255	
Profit		23,700	
Bid Price		$ 229,955	

Variable Costs

Hostel Workers	$ .15 per man per day
Dietary	1.10 per man per day
Laundry & linen service	.10 per man per day
Janitorial	.08 per man per day
	$1.43 per man per day
Profit	.32 per man per day
	$1.75 per man per day

PROPOSAL

The Lutheran Welfare Society in Alberta hereby apply to lease and operate the Single Men's Hostel at 631 - 7th Avenue S.E., Calgary under conditions set out herein.

1) Background & Experience - Lutheran Welfare Society

The Lutheran Welfare Society was incorporated under the Societies Act in 1945 as a non-profit organization and has since then operated homes for elderly people at Calgary and Wayne and is now operating the Bethany Auxiliary Hospitals in Calgary.
As you will notice in attached brochure the Lutheran Welfare Society has been in existence for over 25 years and have operated Homes for Elderly and Auxiliary Hospitals. We believe that if you check with the Department of Health (Hospital Division) that you will find that our hospitals operation compare favorable both in cost and service with other similar hospitals - see Appendix A for brochure.

2) Reasons for submitting this Proposal

The Lutheran Welfare Society in Alberta is an organization of concerned christian laymen and clergy supported by all three Lutheran synods serving Alberta. The Society looks upon the opportunity to operate the Single Men's Hostel, Calgary not as a means for direct evangelization of the Hostel residents, but as a means of service and to demonstrate our concern for our fellow-man.

3) Proposed Standard of Service

The Society does not propose to vary the standard of service presently provided and initially does not propose to alter substantially the present method of operation. We see no particular problem in complying with all relevant statutes and rules such as the Welfare Homes Act, "Canada's Food Guide," and the Guidelines set out in RFP #2. It is our impression that the Hostel is operated as a "tight ship" that is reputed as the best in Canada with a management that is accepted by the residents as stern but fair. Clear rules and close adherence to them is required; nevertheless the Society feels the present "Rules and Regulations" are couched in unnecessarily authoritarian terms. We submit as Appendix "D" to this proposal a draft brochure to be given to all new residents containing House Rules to replace the present Rules and Regulations.

Some changes in the actualoperation we envisage implementing within a short time are as follows:

1. Change of Meal Hours - See House Rule 9. The present hours are not convenient for men holding employment. While meals at special hours are presently available, our information indicates that fact is not well publicized and we do not believe residents should have to ask "special favour" for something that should be standard. We believe these changes could be made without increasing staffing cost.

2. Door Closing and lights out - We would envisage a slightly later door closing Sunday to Thursday and an extra hour for door closing and lights out for Friday and Saturday nights. See House Rule 8.

3. Counselling Guidance and Consulting Service: - This deserves a priority in the total services given through the hostel. The emotional, mental, spiritual and physical immaturity of these men has hindered them from successfully coping with life.

   Every attempt will be made to enhance the dignity of the individual, elevate his feelings of self worth, and to support him so he can find his strengths and relate positively to life. See Appendix "B"

4. Social Structure within the Hostel - At present no one is permitted to remain within the Hostel beyond a few days with the exception of persons that could be described as completely institutionalized. We would propose permitting a maximum of not more than approximately 5% of the residents who are gainfully employed and show a positive attitude to the rehabilitative objectives of the Hostel to remain in the Hostel for a maximum of 3 months. This policy bears some resemblance to a policy used in the Boys Clubs of Canada and the "Senior" system of a college residence. This group would provide the nucleus of a social structure with which the staff could co-operate, provide some incentive to others to seek the same privilege, and a model for others to emulate. The present turnover policy for all but a few who occupy the lowest rung in the men's own social structure prevents any positive social programme being implemented.

5. Employment Committee - We envisage the use of lay volunteers from our own ranks in the business community assisting deserving residents with employment problems in a manner similar to the assistance provided through the John Howard Society, Alcoholics Anonymous, the Canadian Mental Health Association and other groups in the community.

6. Senior Management - We would give all possible consideration to the employment of senior personnel in sympathy with the rehabilitative objectives we envisage, yet capable of the firm management the Hostel now enjoys. The society in its Board of Trustees and senior employees already has personnel capable of assisting in the short-term management of the Hostel during the change-over period.

7. Procurement Policies - The Society believes from our experience in hospital and nursing home management that significant cost-saving and better quality-control might be obtained by placing responsibility for supply procurement in the hands of management. The present long-term tender policy handled remotely through an Edmonton office seems inflexible and restricts managements discretion to refuse inferior supplies since the procurement of replacements would take too long to meet the need.

8. Complaint Procedure - Complaints would be brought forward not only through the manager as at present but also through the Social Workers, the Chaplain, the longer-term residents referred to above, through them to the manager. Such a system would enable the management to be more responsive to the needs of the residents, and so avoid the surfacing of complaints and incidents that led up to the appointment of the O'Byrne Commission, and through the report of the Commission itself. Any resident who felt his suggestion or complaint was not dealt with fairly, could then bring the same to the attention of the President of the Lutheran Welfare Society in Alberta, at the address posted in the lobby.

9. Classification - We recognize the limitations on classification imposed by the short-term stay of most residents. We would endeavor to effect some classification by age, employment record and specific problems, but we hesitate to make more definite porposals without being able to draw on a period of management experience.

10. Feasibility of owner-Operator Relationship - According to press reports some doubt has been raised as to the feasibility of the method of operation envisaged by the RFP. No. 2. In our opinion the RFP envisages an independant operation under Government supervision somewhat similar to the relationship which now exists between groups such as ourselves operating of hospitals and Nursing Homes under the supervision of the Departments of Health and Social Development respectively. While frequently disagreeing with specific Government decisions and occasionally with Government policy, nevertheless we believe such a relationship to be fruitful and a means of obtaining much of public responsibility and private initiative.

We believe that any of the other responsible groups submitting proposals would find the proposed relationship entirely workable.

11. Financial - See the Budget Appendix "C"

Respectfully submitted

President of the Lutheran
Welfare Society in Alberta
(Mr. T.C. Mikkelsen)

APPENDIX "B" - Counselling Guidance and Consulting Services

We propose the employment of the Social Workers to serve in the capacities as in the past, and that this should be expanded and supplemented by the services of a trained Chaplain.

The work of a Chaplain would be similar to that of an institutional Chaplain, i.e. a man of God helping men with real problems as they request, not serving a conventional congregation in the sense of holding preaching services, or as an evangelist "preaching to the heathen". While we pray the Holy Spirit might lead some residents to Christ, it is recognized that the Gift of Life must be sought by those desirous, not imposed by persons in authority on unwilling heads. This work is to be supportive and non punative.

We propose that the work of the Social Worker-Chaplaincy team should include individual counselling, group therapy and behavior modification methods and work therapy. We believe that a positive influence can be given through library and reading facilities, TV surveillance and filming, and constructive recreational programming. We desire that influence should be made through in-residence guidance of living patterns. It is our purpose to intelligently relate to other supportive agencies, channelling the men into whatever areas will maintain or raise the motivation of the men. We believe that it will be possible for us to provide used clothing through the resources available in our congregations. We envision that it may be possible to set up a tool rental system, whereby men finding employment may secure the necessary tools for their work.

We propose to try to inaugurate a system whereby men will be screened as to motivation and ability before application for employment is made to an employer. This hopefully would increase the percentage of successful employments and also create a more desireable relationship between the Hostel and potential employers.

We envision that the Hostel should as far as possible be a therapy center for the whole man, body, soul and spirit and not a storage barracks while it may be cold or raining. We desire that the work should be supportive of the individual man in order to bring him to personal independence so he can arrest his rightful prerogatives to life.

SINGLE MEN'S HOSTEL, CALGARY — APPENDIX "C"

ESTIMATED EXPENDITURE FOR THE YEAR 70/71

Re: Social Development Dep't.

Salaries Management	Full Time	Part Time	Fringe Benefits @ 20%	Estimated Costs
Manager @ $750.00 per Mo. X 12	$9,000.00	$	$	$
Asst. Manager @ $600.00 per Mo. x 12	7,200.00			
Fringe Benefits (20%)			3,240.00	19,440.00
Office Staff:				
Accountant- @ $600.00 per Mo. X 12	7,200.00			
4 Welfare Workers @ $500.00 per Mo. (4x12)	24,000.00			
1 Typist @ 350.00 per Mo. x 12	4,200.00			
Fringe Benefits (20%)			7,080.00	42,480.00
Commissionairs	14,000.00			14,000.00
Housekeeper: Linen & Laundry etc.				
1 Housekeeper @ 400 x 12	4,800.00			
Fringe Benefits (20%)			960.00	
2 Laundrymen @ 305 x (2x12)		7,320.00		13,080.00
Watchmen				
1 Watchman @ 430 x 12	5,160.00			
Fringe Benefits (20%)			1,032.00	
3 Nightmen @ 305 (3x12)		10,980.00		17,172.00
Kitchen Staff				
1 Cook 517 x 12	6,204.00			
1 Cook 411 x 12	4,932.00			
1 Kitchen Helper 335 x 12	4,020.00			
Fringe Benefits (20%)			3,032.00	
8 Orderlies 305 x (12 x 8)		29,280.00		47,468.00
Others:				
Counselling, Guidance & Consulting Services	10,000.00			
Social Worker	6,000.00			
Fringe Benefits (20%)			3,200.00	19,200.00
Cost of Social Development Staff	106,716.00	47,580.00	18,544.00	172,840.00
Less: Board and Room Recovery from 13 paying $2.50 per day (13x365 x 2.50)				11,862.50
Net Costs				160,977.50
Materials & Supplies				
Food (only) based on 175 basic "Average Daily Occupancy" at 90¢ per meal day (175 x 365 x 90¢)				57,487.50
Crockery & Cutlery				1,300.00
Linen & Laundry				1,000.00
Soap & Cleaning Supplies				3,000.00
Pharmaceutical Supplies				100.00
Sports Supplies				100.00
Stationery & Forms				500.00
Wrapping Paper & Toiletries				250.00
Miscellaneous				200.00
Postage				200.00
Automobile Expenses				500.00
Office Equipment Repairs				150.00
Telephone				250.00
Transport of Transients				3,300.00
Subsistence travel mileage				400.00
Insurance (Public Liability)				150.00
Audit, Performance Bond, etc.				3,000.00
Research				5,000.00
Total Material & Supplies re: Dept of Social Development				76,887.50
Total Dept. of Social Development Salaries & Materials & Supplies ($160,977.50 + 76,887.50) =				237,865.00

			Estimated Costs
Total Dept. of Public Works			
(Salaries, Maintenance and supplies)			
- Per Government Budget		$65,270.00	
- Per our calculations	65,270.00		
Less: Adjustment on Plumbers Salary, etc.	3,270.00		
	62,000.00		62,000.00
Total Budget - Both Departments (Social Development & P.W.)			299,865.00

Budget Proposal for -

Single Men's Hostel, Calgary

In submitting the proposed Budget (attached herewith) of the Lutheran Welfare Society in Alberta for the operation of the Single Men's Hostel, Calgary, we would set forth the following explanations of items of particular note:

1) Re - Budget - Dept. of Social Development

A) SALARIES

Salaries per the Government Budget for 70/71 were -	
Dept. of Social Development (78,692.00 + 20,000.00) =	$ 98,692.00
Dept. of Public Works =	29,666.00
Commissionaires	13,600.00
	$141,958.00
Our Budget - Salaries	
Dept. of Social Development (includes Commissionaires)	160,977.50
Dept. of Public Works	26,396.00
	$187,373.50
Budget variance ($187,373.50 - 141,958.00) =	45,415.50
This increase allows for a pay increase of 6% on ($187,373.50 - 14,000.00 Commissionaires) net 173,373.50	10,402.00
Plus 20% fringe benefits	18,544.00
Plus - Counselling, Guidance & Consulting Services -	10,000.00
Plus - Social Worker, etc.	6,450.00
	45,396.00

B) FOOD

Raw food costs are projected on an estimated 175 average daily occupancy for the year at 90¢ per meal day. Therefore, 175 x 365 x 90¢ = $57,487.50. From this base of 175 average daily occupancy, we propose the following sliding scale -

a) (i) If the average daily occupancy goes over this base of 175 we propose that recovery for food expense be forth-coming as outlined in item 3(b) of such additional occupancy at 90¢ per meal day.

For example - on a 200 average daily occupancy (200 x 365 x 90¢) =	65,700.00
Less: base figure (as above)	-57, 487.50
Net recoverable	8,212.50

(ii) When the average daily occupancy exceeds this base of 175, we propose that additional anticipated labor costs be recoverable as outlined in item 3(b) on the additional meal days at 20¢ per meal day.
For example, if the average daily occupancy for theyear was 195, then (195 - 175) = 20 would then be recoverable in the amount of (20 x 365 x 20¢) = $1,460.00.

b) If the average daily occupancy goes below this base of 175, we propose that a refund be payable to the Government as outlined in item 3 b) of such lesser occupancy down to a cut-off figure of 160 for the "average daily occupancy." For example - on a 160 average (or below) daily occupancy (160 x 365 x 90¢) = 52,560.00

From, the base figure (as above)	57,487.50
Less: The 160 average daily occupancy cut-off	52,560.00
Net Payable to Government	4,927.50

2) Re - Budget Department of Public Works

With regard to the Government Budget for 70/71 of $65,270.00,

we propose to reduce this by $3,270.00. This we feel, can be accomplished through a saving in wages paid out mainly in regard to plumbers services. The total proposed budget for this Departmental area would be $62,000.00

3) Repayment by the Government for these budgeted costs are requested on the following basis:

a) One twelfth (1/12) of the total Budget each month in advance (that is, by the 25th of the preceding month) being 1/12 of $299,865.00 = 24,988.75 monthly. The initial payment to be 5 days in advance of take-over date.

b) We propose quarterly reconciliations and cost adjustments. Such reconciliations to be made at the end of each quarter on the following basis - when the average daily occupancy based on a three month average (quarterly) goes over or under the base figure of 175 average daily occupancy, the amount (cost) envolved according to the procedure outlined in 1, B, (a) & (b) above, but calculated on a quarterly basis, will be repayable by the obligor within 30 days from the close of the three month period. Such quarterly periods to commence from the date of take-over of the Hostel by the Society.

c) Inventory check-off to be made not later than two (2) days preceding takeover, and adjusted to take over-date for any receipts, issues and variances.

4) a) It is agreed and understood that any taxes, such as Sales Tax, Property Tax, Income Tax, etc., (Federal, Provincial, or Municipal) if charged, will be reimbursed in full by the Government of Alberta to the Lutheran Welfare Society in Alberta.

b) That charges for emergency medical, dental and optical care, prosthetic repair and ambulance service, are chargeable to the Government and paid direct to the supplier by the Government. The authorization for such services to be granted by the Society as an Agent for the Department within the Departments rules.

5) It is agreed that annual budgets be negotiated three months (or earlier) in advance of each year end, due to the various items in the budget that are affected by economic conditions, transient load, etc.

6) We propose to pay a rental fee of $1.00 per year for the Building and Equipment as presently furnished.

7) We will be responsible for the general upkeep of the building and equipment and for reasonable repairs. Replacement of equipment (such as boilers, laundry equipment, dishwasher, etc.), due to breakdown and for major repairs thereto, for which we have not provided in the budget, will be the monetary responsibility of the Government.
While we believe the Budget figures are realistic, we would expect if unusual expenses, such as a civil disturbance among the residents, that the Government would consider favourably reimbursing the Society, unless it was definitely the fault of the Society.

8) Should outside accomodation (Board, Room & Transportation) be required in the future, it is agreed that the Lutheran Welfare Society in Alberta will be reimbursed for such additional costs by the Government of Alberta.

9) Provision has been made in the Budget for $5,000.00 for research purposes; that is to say that we propose through the use of these funds, that research will be done which will:

- develop a system whereby the men can be classified as to needs, problems and potentials in view of making the most effective application of resources to the needs.
- That all areas of the centres function will come under the same scruteny in view of gaining the most effective (cost inclusive) and efficient rehabilitation of the men.

SINGLE MEN'S HOSTEL, CALGARY

INFORMATION FOR RESIDENTS

The Single Men's Hostel, Calgary is operated on behalf of the Government of Alberta by the Lutheran Welfare Society in Alberta to provide short-term accomodation for persons requiring such assistance. The Manager, Social Workers and Chaplain welcome the opportunity to assist you in obtaining employment and with any other problem you may encounter.

Like all large groups, the Hostel cannot operate without a system. Your co-operation in observing the House Rules is requested.

HOUSE RULES

1) After registration, residents should obtain a towel and soap from the orderly. Used towels should be returned to the orderly. Ample bathing facilities are available for all residents to have weekly showers.

2) Each resident is responsible for making his own bed each morning and keeping his area clean and tidy at all times.

3) Please observe all fire regulations. "NO SMOKING IN BED."

4) Visitors should register at the office.

5) All residents checking out must notify the office.

6) All residents must vacate the Hostel from 8:30 A.M. to 11:30 A.M. and from 12:45 P.M. to 3:30 P.M. except in extremely cold weather when the Hostel will remain available during the afternoon. Exceptions will only be made for persons having appointments with the Chaplain or one of the Social Workers.

7) Please do not loiter outside the Hostel at any time.

8) Doors close at 10:45 P.M. Lights out at 11P.M. Sunday to Thursday.
Doors close at 11:45 P.M. and lights out at midnight Friday and Saturday.

9) BREAKFAST will be served between 6:30 A.M. and 7:30 A.M.
LUNCH will be served at 11:45 A.M. to 12:45 P.M.
DINNER will be served at 5:00 P.M. to 6:00 P.M.
Lunch will be provided for men goig to work and also earlier or later meals when necessary due to working hours; however, management of Hostel must be notified in advance when earlier or later meals are required.

10) No alcoholic beverages are allowed in the Hostel. Persons who are creating a disturbance or are impaired will be refused entry or asked to leave the Hostel.

11) Residents in receipt of undeclared income will not be permitted to remain in the Hostel.

12) All residents must be registered with Canada Manpower. Please contact one of the Social Workers or the Chaplain concerning any problems such as clothing, medical assistance, employment, family, transportation, etc. Appointments can be made through the office.

13) Personal belongings may be left at the office for safekeeping while you reside in the Hostel. Goods left by former residents will be disposed of after a reasonable time, not to exceed 30 days, except by special written arrangement with management.

14) Any suggestions or complaints should be brought to the attention of the manager, one of the Social Workers or the Chaplain. If you feel your suggestion or complaint is not dealt with fairly, you may then bring the same to the attention of the president or secretary of The Lutheran Welfare Society in Alberta at the address posted in the lobby.

No. [illegible]

HEAD OFFICE - WINNIPEG

THE CANADIAN INDEMNITY COMPANY

BID BOND

KNOW ALL MEN BY THESE PRESENTS THAT
THE LUTHERAN WELFARE SOCIETY IN ALBERTA
CALGARY ALBERTA as Principal,
hereinafter called the Principal, and THE CANADIAN INDEMNITY COMPANY as Surety, hereinafter called the Surety, are held and firmly bound unto
CHAIRMAN, REQUESTS FOR PROPOSALS MANAGEMENT GROUP
as Obligee,
hereinafter called the Obligee, in the amount of TEN PER CENT OF TENDER PRICE -----
---------- Dollars ($ 10% of Tender)
lawful money of Canada, for the payment of which sum, well and truly to be made, the Principal and the Surety bind themselves, their heirs, executors, administrators, successors and assigns, jointly and severally, firmly by these presents.

WHEREAS, the Principal has submitted a written tender to the Obligee, dated the 10th day of September 19 70, for supply of services (Operation of the Single Men's Hostel, Calgary, Alberta).

NOW, THEREFORE, THE CONDITION OF THIS OBLIGATION is such that if the aforesaid Principal shall have the tender accepted within sixty (60) days from the closing date of tender and the said Principal will, within the time required, enter into a formal contract and give a good and sufficient bond for not less than fifty percent (50%) of the accepted tender price, to secure the performance of the terms and conditions of the contract, then this obligation shall be null and void; otherwise the Principal and Surety will pay unto the Obligee the difference in money between the amount of the bid of the said Principal and the amount for which the Obligee legally contracts with another party to perform the work if the latter amount be in excess of the former.

The Surety shall not be liable for a greater sum than the specified penalty of this Bond.

Any suit under this Bond must be instituted before the expiration of six months from the date of this Bond.

IN TESTIMONY WHEREOF, the Principal has hereto set its hand and affixed its seal, and the Surety has caused these presents to be sealed with its corporate seal duly attested by the signature of its Attorney-in-fact, this 10 day of September 19 70.

SIGNED, SEALED AND DELIVERED
in the presence of:

LUTHERAN WELFARE SOCIETY IN ALBERTA
PER: [signature]
PER: [signature]
Principal

THE CANADIAN INDEMNITY COMPANY
By: K. Bunting
Attorney-in-fact

FORM C-137 A. I.

TO: THE CHAIRMAN

Request for Proposals Management Group

FROM: Persona Care Limited

214 Blow Building

Calgary 2, Alberta.

RE: Proposals Concerning the Operation of a Service for Single Transient Men in The City of Calgary.

SEPTEMBER 1970

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INTRODUCTION

The principals of Persona Care Limited are pleased to respond to the request for proposals concerning the operation of a service for single transient men in The City of Calgary.

We have developed our proposals on the necessity to meet five basic needs. These needs are listed in an order which we consider to be of highest to lowest priority. We feel that our proposals will meet them in a more effective manner than at present.

1. The fundamental purpose of providing a service for single transient men is the provision of adequate, temporary shelter and food at the most economical cost. We feel that our proposals will meet this need.

2. The provision of the above service and those listed below must be done in a highly efficient manner in order that maximum use is made of existing facilities and public and volunteer social agencies but at the most effective cost. We feel that engaging a more effective, cost conscious, and socially aware management and supervisory team will achieve this result.

3. Transients, who are temporarily in need, must be placed back into productive society as soon as possible. We feel that our proposals covering classification and rehabilitation will achieve this result more effectively than the present situation.

4. Transients who are in need of psychological or physical assistance must be offered rehabilitation as quickly as possible by referral to outside agencies. It is our opinion that a combination of our proposals regarding classification and more competent management will enable this to occur more effectively than at present.

5. Long term or chronic problem cases must be quickly recognized and given all practical assistance to prevent their situation worsening or allowing their attitudes to affect other less chronic cases. Our proposed program of classification and a reorganization of the facilities will achieve this result.

It is our belief that management of this program by private enterprise, working closely with government and community agencies, will result in a superior service which will combine adequate food and shelter, an accelerated rehabilitative program, and better management with the result being a saving to the Government of Alberta.

In order to accomplish our goals and carry out the program outlined in the following paragraphs, we have gathered a team of highly competent individuals who will each contribute skills toward operating the programs. We feel that this group has a desirable combination of skills required in a management team and will include: Management of a private enterprise skills, social work experience, a thorough knowledge of community services, and professional training. The result will be a proper balance between sound business administration and the need to offer human beings an opportunity to achieve their rightful place in society.

1. PROVISION OF BASIC SHELTER AND ACCOMMODATION

Scrutiny of existing cost statistics for the provision of basic services including daily shelter and sleeping accommodation indicate that a comparison between present government figures and anticipated costs under private contract will be difficult. Complications arise in very fundamental areas. For example, total management fees are not considered in calculation of present costs, yet they must be sizable when one considers the scope of the operation and the volume of reports which are referred regularly to Edmonton. As a result, we have had to assume a number of government costs and from these assumptions have developed our cost proposals.

A. Shelter

As the building is a government structure, assumed to have been built and paid for in lump sum by the Government of Alberta, two possible solutions as to its use can be offered. One, the Government can arrange a basic monthly rental for the complete structure, equipment and furnishings with the contractor. Two, the Government can arrange a token lease with the contractor for the basic structure and fixed equipment for a figure of one dollar per year. We propose that the second solution, a token lease of one dollar per year,

be adopted because any rental figures struck by the Government will constitute an accounting exercise only in that they will simply serve to increase all cost proposals received by a common dollar amount without any benefit to either the Government or contractor. Money will change hands each month with no real effect and result in unnecessary accounting costs.

B. Changes to Existing Facilities and Policies

Facilities

No major changes to facilities are proposed save the three outlined below.

- Purchase of 300 locks and keys which will be individually issued to transients for their use while residents of the hostel. The purpose of these locks will be to allow each transient the privacy of locking his possessions. Following an inspection of facilities and discussion with residents, we cannot accept the reasoning behind present restrictions which will not allow individuals the privacy of locking their possessions.

- Purchase of an adequate number of chairs so that rooms are equipped with a chair which will allow transients a place to

sit in their rooms. We do not accept the reasons for refusal to allow chairs in sleeping rooms because of the danger of "fights" to be adequate.

- Establishment of a reading room which will offer residents an opportunity to read and pass time in constructive thought. In order for rehabilitation programs to be effective, residents must be given the opportunity to spend time in as constructive a manner as possible. Therefore, we propose establishment of a reading room which will become a part of our total counselling program. Cost of the reading room is expected to be virtually negligible as we intend to utilize the services of volunteer agencies to assist in its development.

Policies

We propose that a number of new policies be implemented and have listed them below. In addition, changes to existing dining regulations are proposed and will be covered in a future section.

- General Hostel hours will be changed to more realistic ones. Rather than the present "lights out" policy of 11:00 P.M., it is proposed that lights out be changed to 11:30 P.M. including the television and reading rooms.

- In time of extreme cold or inclement weather, residents will not be forced out of doors to fend for themselves but will be allowed to remain indoors and take part in cleaning operations or other programs.

- More utilization of residents to clean the building and perform other services is proposed.

- A reading and non-athletic recreation program is proposed.

- Less emphasis will be placed on posting written policies except for those basic ones outlined in our proposed list of regulations, and more emphasis will be placed in communications and explaining rules of conduct and behavior both during rehabilitative counselling, and by examples set by our proposed Assistant Counsellor positions.

C. Cost of Proposed Basic Shelter and Accommodation

The exact number of residents utilizing the hostel at any time may vary greatly, but despite the number of residents basic service must be provided at a virtually invariable cost. Because of this, we have calculated that these costs at $15,041. per month. It is proposed that this amount be paid by the Government each month as a portion of the total monthly claim for services submitted by the contractor.

11. RECOVERY OF MONIES SPENT ON ACCOMMODATION, FOOD AND SPECIAL SERVICES

(Original proposal made under this section found not to be consistant with Canada Assistance Act, and has therefore been omitted from final draft).

111. PROVISION OF FOOD

While interviewing hostel residents, a number of complaints were registered against the present food services. We feel that some of these complaints were warranted and therefore propose the following changes be made.

A. Food Services

Present food serviced, in our opinion, is generally satisfactory from the standpoint of quality of food served, and we basically propose to maintain these present standards with one major exception - the use of a qualified dietician to ensure that food served meets recognized standards. However, changes in service must be adopted and include:

- More latitude in handing out portions. While certain basic portions are handed out, individuals who require more food should be given the opportunity to receive more - perhaps only such staples as potatoes, gravy and bread which ultimately become high waste items anyway. Conversely, those who wish to receive less should be given the opportunity to refuse portions.

- Cream and sugar outlets should be provided to allow individuals choice as to whether cream and sugar are added to beverages.

- Complaints regarding cooking of food and lack of imagination in developing menus must be further investigated and are, in our opinion, minor complaints which can be easily settled by the Hostel management.

B. Scheduling of Food Services

The scheduling of food services complained about by the residents are, in our opinion, valid and should be altered to include:

- Early breakfast which will allow residents who are working, have an early job interview or possibility of work, the opportunity to start the day at the same time as the general community does. Breakfast beginning at 7:00 A.M.

- A light lunch - to remain the same beginning at 12:00 Noon.

- A more realistic dinner hour for those residents who are working or making a genuine effort to seek employment - Dinner beginning at 5:30 P.M.

- Provision for "special" meals in cases where it is warranted by hours of work or a job interview.

C. Costs of Food Services

Unlike the case of costs for basic accommodations, the total cost for providing food services must be a variable item directly related to the number of transients registered per day. Therefore, it is suggested that as in the case of accommodations, the contractor supply a list of registrants each month with a claim for payment less monies recovered when claiming payment. We have set the cost of providing food at $.83 per day per transient.

IV. PROVISION OF OTHER SERVICES

A. Clothing

It is proposed that issues of clothing will be made to residents who require clothing by reason of their circumstances or employment. It is also recognized that the present system has utilized outside agencies whenever possible to secure clothing for transients and we propose to utilize the same sources whenever possible. However, previous statistics, arrangements, and records must be viewed in a different perspective in view of our proposals designed to greatly increase employment opportunities and subsequently will mean that greater demands will be made on clothing issues.

B. Medical Supplies and Services

It is proposed that first aid and medical services will be provided in the following manner.

- First Aid. A well stocked first aid unit (including non-prescription medicines), adequate to meet the needs of 300 people will be located on the main floor and kept fully stocked at all times. (This unit will be primarily for the use of transients only - a safety and first aid program for staff will become a part of the general management system.) Transients requiring first aid attention will be provided with this service by any member of the staff as we propose all staff will be properly instructed in emergency first aid practises. It must be clarified that emergency first aid skills vary considerably from the standard "first aid certificate" obtainable from various community organizations in that persons trained in emergency first aid procedures will be more skilled in dealing with the problems inherent with this type of clientele. We consider this an important factor because of the various types of individuals who may utilize the hostel services and the variety of problems which may be encountered.

We also propose purchase of an oxygen resuscitation unit which would be utilized in case of heart seizures.

- Medical Services. Services will be provided by a licensed practitioner who will be available on contract for medical emergencies and for medical advice whenever necessary. This doctor will be also a member of the Advisory Board.

- Ambulance Services. Services will be arranged with the Community Ambulance Service at a contract rate. (Near the $20.00 per trip now in effect for City of Calgary workmen and social assistance cases.) At the time of our report, the exact status of Ambulance Services in Calgary was unresolved but it is expected that the situation will be clarified in a very short period.

- Emergency Medical Care. Medical Care will be arranged by the medical doctor on contract and will include medical care plus necessary dental, optical and prosthetic care arranged with medical practitioners on a contract basis.

- Transportation. Transportation will be arranged whenever necessary by counsellors who will ensure that when-

ever transportation is required it will be provided. Transportation will include:

- Rides to employment interviews when necessary.
- Provision of transit fares wherever necessary.
- Other special transportation needs.

C. Special Needs

In addition to other basic needs, individual circumstances must be accommodated whenever they are warranted in order that the transient who is genuinely attempting to rehabilitate himself will not be discouraged in his attempts by relatively minor expenses or services which, if provided, could spell the difference between success or failure in his efforts. There special needs will involve:

- Special Room and Board Arrangments. In cases where the transient requires special room and board such benefits should be granted on a basis whereby the transient may remain at the hostel provided there is room for him. Circumstances which may warrant special arrangements would include time to locate permanent residence in the City or a definite promise to begin employment which will not materialize in 7 days time.

- Referral to Other Services for Assistance. While this item is covered in more detail below, the transient may require other assistance not generally offered. (Such as tools in the case of

tradesmen or union dues responsibilites.) While assistance in these areas will be obtained whenever possible by referral to outside community services and agencies, circumstances may require that assistance be granted by the contractor - acting as an agent for the issuance of Social Allowance for the Department of Social Development.

D. Funding Special Services

If not properly arranged, provision of the above special services can impose hardships on the contractor or create unnecessary friction between the contractor and the Government. Thus, we feel it is important that the terms of reference pertaining to this section be clearly understood.

As in other cases where "welfare" exists, it is difficult to ascertain how many dollars are required to carry out a specific program. In times of buoyant employment, appropriations are not usually utilized in full and the result is a form of surplus, but in times of economic recession the opposite is true and additional funds must be sought.

As a result, a danger would exist if the contractor were to ask for a specific dollar amount to carry out special services. He could either underspend the amount, and realize a "profit" or overspend and incur a loss. Likewise, the Government will wish to ensure itself

that excess profits are not being made by the contractor refusing to entertain requests for legitimate special needs or indiscriminately spending Government money on services which are unnecessary simply because the contractor's funds are not at stake.

Thus, we propose that special services be handled by a joint funding arrangement whereby the contractor and the government jointly agree on spending amounts on a monthly basis. The funding of special services should be based on actual cost, and no profit or loss would accrue to the contractor as a result of providing such services. In effect, a close liaison will be established which will serve the best interests of both parties while at the same time maximum effort will be made towards rehabilitation.

It is recognized that the revised request for proposals indicate that authority will be granted the contractor to act as an agent of the Department of Social Development. Such an arrangement will, in our opinion, be adequate to cover our proposals. However, we have outlined our proposals in detail in order that the Department can review our interpretation of services in order that a clear understanding will be reached as to our understanding of the subject.

E. Costs of Other Services

As the contractor is to be designated an agent for the

Department of Social Development, funds provided for the provision of other services will be outlined in the following manner:

Clothing.

First Aid (including resuscitation unit).

Medical.

Ambulance.

Emergency Medical Care.

Transportation.

Special Needs.

V. REFERRAL OF SINGLE MEN TO APPROPRIATE COMMUNITY ASSISTANCE

It is in the area of social assistance work that the private enterprise philosophy of a private contractor will be truly challenged and we therefore propose to pay special attention to this area in order that our program achieves the maximum degree of success. This will be accomplished by a dual effort - full time members of the staff will include persons with a predominately social welfare and community services background, and those members who do not possess this background will be required to obtain it by training and orientation programs. We propose that maximum use will be made of all public and private agencies and services which can assist in rehabilitation and assistance of single transients in any way.

Initially, these community agencies will be contacted and lengthy

meetings conducted with them to acquaint all members of Persona Care Limited with the services offered and to determine exactly what these agencies are prepared to do to assist in our operation. Members of these agencies will also be invited to attend training and orientation sessions at which time they can again outline the purpose of their agencies and as a result transients will be guaranteed the best opportunities to both acquaint themselves with the community and be rehabilitated.

To this point in our discussions, we have dealt mainly with community and government agencies which fall into a general social assistance category. However, a second, equally important group also exists which the private contractor can more easily contact and usually with greater success - his counterparts in private industry. Aside from the stereotyped individual falling into the general "transient" image (the borderline employable, emotionally disturbed, alcohol problems, physical disabilities), a second group exists - the capable type of individual who is very employable and is genuinely seeking employment. In order to aid this individual, influential contacts must be developed which will assist him in finding employment and these contacts can best be made and developed by private enterprise.

Thus, by developing and utilizing the services offered by the entire community we propose to meet the objectives outlined in our response. This phase of our program will involve no cost but rather will be included as a part of the total program of rehabilitation

proposed and generally falls into the area of benefits which are a part of allowing private enterprise to operate previously governmental program.

VI. STAFF REQUIREMENTS

Generally, it is not our intention to retain the existing senior staff. We appreciate that the present incumbents basically are experienced and trained to perform the work under existing policies, but we are of the opinion that changes in operations and philosophy such as we propose will require changes in staff. New staff will therefore be required. However, we are prepared to conduct a detailed assessment of the junior staff and would utilize those compatible with our requirements.

A. Changes to Existing Organization

The area of providing decent food and accommodation to single transients is a relatively straightforward matter of "dollars and cents" - we are of the opinion that the real improvements must be made in the area of meeting social needs and rehabilitation. In order to accomplish this, less emphasis must be placed on the basics and more emphasis placed on rehabilitative efforts. Our cost estimates for provision of the basics have been carefully calculated and we feel are comparable to those presently required to provide basic food and shelter. Therefore, it is in the area of rehabilitation which we feel the largest gains will be made and in order to accomplish this we

propose the following organization changes.

- Establishment of a management advisory board comprised of experts in the areas of finance and accounting, business operations, medicine, social services, and personnel administration. This Board will be available to assist the full-time manager with any administrative questions which might arise in the operation of the hostel.

- Employment of a highly competent professional manager who will be allowed to call upon a team of skilled administrators to assist him. This manager will be free to devote more of his time to rehabilitative programs.

- Employment of a competent clerical employee who will place paper work in its proper perspective and will handle this phase of the operation as efficiently as possible.

- Rename the existing "Social Work" position to "Counsellor" and increase the positions from one to three as well as providing part time assistance from within the hostel by hiring competent assistants. While this item is covered in more detail in another section, the intent of this change is to place more emphasis on classification and rehabilitation. In order to do this, we must have staff and this is the basic reason for our proposed increases in this area.

- Reorganization of the kitchen, laundry and accommodation and building maintenance services to a basic staff of skilled individuals who will in effect be in charge of departments and will draw unskilled staff from among the transients wherever possible.

- Allow maximum utilization of transient help whenever possible. This will eliminate the necessity for retaining a large staff complement, and will also provide employable transients with a place to become accustomed to the job market prior to their securing jobs with other firms.

By adopting the above changes, we are able to both eliminate a number of positions on the hostel roster and add two new counsellor positions while still keeping our total complement well below that presently in effect.

B. Qualifications of Paid Staff and Principals of Persona Care Limited

It must be assumed that the Management Committee will be vitally interested in those persons who will be involved in the operation of the service. Thus, we have included biographies of the major principals involved for your consideration. These biographies may be found in our attachments.

C. Utilization of Hostel Residents as a Source of Labor

During the course of our discussions with hostel residents, we noted that a number of this group were quite capable (and willing) to accept employment within the hostel itself. As a result, we propose that maximum use be made of this group of people in the basic operation of the hostel itself including:

Our proposed counselling and programming activities.

Food services.

Laundry and Accommodation.

Building and Grounds Maintenance.

Aside from use of transients as a source of labor to perform routine duties under direction of more specialized staff in the food services. laundry and accommodation. and building and grounds maintenance areas, we propose to appoint a number of them as Assistant Counsellors to help qualified staff in counselling, programming and rehabilitation programs. In this way, transients could lower the complement of full-time help now required, be available on a 24 hour basis to assist new transients in adjusting to the building and assist in maintaining a much higher level of deportment than that which is now in existence.

We propose to pay these individuals for their services and as a result have budgeted the sum of $36,000. or approximately 23% of our total salaries estimate for this purpose.

It must be clarified that these jobs will not become full-time

employment at a community pay scale, but are intended to provide transients with employment which will assist them both in earning some money and becoming adjusted to a job situation prior to their actually beginning work. (The matter of an employment referral system is discussed in a later paragraph of our proposal but in the event of an employment service being established the value of placing transients in a restricted job situation are obvious.)

D. Grievance Procedure

With the utilization of residents in the actual operation of the service, we would expect that the number of grievances will be minimal. Our expectations are further raised by the fact that rules and regulations will be explained to transients both by intake clerks, counsellors and assistant counsellors upon admittance to the hostel so that communications will be improved greatly over the existing situation.

However, in the event of a grievance arising it must be fairly dealt with. Therefore, we propose the following steps be followed:

Step 1 - As soon as possible the resident shall appear before the Hostel Manager to explain his grievance. If he desires, he may request the presence of a Counsellor, Assistant Counsellor or fellow resident while he does so.

Step 2 - If unsatisfied with the disposal of his grievance, the resident may request to have his grievance heard by two

members of the Advisory Board. In the event that any grievances are brought before members of the Advisory Board, a full report of the grievance and its final solution shall be submitted to the Department of Social Development to ensure that the grievance was dealt with to their satisfaction.

Step 3 - If the resident remains unsatisfied with the disposal of his grievance, he may then apply to the Department of Social Development who will then act as an arbitrator and decide whether the contractor was able to settle the grievance under the terms of his agreement with the Province.

In this manner, we would hope to eliminate the problems which led to the establishing of the O'Byrne Enquiry and other social criticisms of the hostel system.

E. Advisory Board System

At the outset of our submission, we emphasized that our proposals would result in a more effective service being provided for single transient men because of a combination of private enterprise thinking combined with social services experience, knowledge of community services and other professional skills. As a result, we have adopted a practise followed by other institutions - establishment of an Advisory Board which will assist in the management of the service. In this way a management team is established which working

collectively, is able to define and solve any problem which may confront it. In this way, the sound management of the operation and constant high standards of service is guaranteed.

The Advisory Board will meet as required in order to:

- Review the work of the staff.
- Deal with specific problems.
- Suggest or implement new policies.

The content of the Advisory Board together with their qualifications is outlined in our attachment section.

Yearly cost of the Advisory Board will be $7,200. per year.

F. Costs of Staff Requirements (included in basic monthly claim)

Estimated payroll costs $154,990.

Costs of Advisory Board $7,200.

VII. METHODS OF MAINTENANCE AND REHABILITATION

While the Request for Proposals sets a target of October, 1971, as the time which a revised system of classification, maintenance and rehabilitation should be in effect, it is our

opinion that basic changes to the existing system should be made immediately and that other revisions can be made following a formal research study. Our proposals for immediate changes are outlined below.

A. Changes to Existing Procedures

It is recognized that the primary purposes of the single men's hostel is to provide food and shelter to single transient men and whenever possible to provide these people with moral and physical assistance. It is our opinion that these latter areas, moral and physical assistance have been overlooked - these individuals are not without the need for human dignity and this need must be met in order that the maximum number of transients are given the opportunity to rehabilitate themselves. Because of this, the building and staff must not be allowed to appear as a "prison". Rules and regulations should be fair and reasonable. Residents should have regulations explained to them and adherence to the rules should be by example and suggestion whenever possible. Thus, staff must be carefully selected and supervised and display a genuine interest in their jobs.

In cases where applicants for services do not qualify under the criteria established by the Department they should be refused entry in a firm, yet polite manner, but also given alternate accommodations

in the form of referral to other community services.

In the case of those persons who are admitted to the hostel, we propose that a method of acceptable segregation be implemented. Our reasons for suggesting this are based on the need to separate employable transients from those with questionable motivations or intentions and while each group will be given proper care, special efforts will be made to rehabilitate or assist those who are highly employable.

B. Classification of Single Transient Men

In order to clearly explain what is intended by our proposals to immediately implement changes in the classification system, we will use the following brief examples based on what would be done with actual applicants for residence and service.

On his arrival at the hostel, the applicant would be given a very brief interview to determine whether he would be eligible for entry. If he was deemed ineligible, he would be referred to alternative accommodation. Under no circumstances would he be callously turned away from the door. If eligible - he would then be given either accommodation or an immediate interview with a counsellor depending on the time or circumstances of his arrival. During this interview, the man would be classified according to three general areas. Highly Employable (i.e. young, healthy and temporarily

"down on his luck" with excellent prospects of recovery), Employable (i.e. able to work but restricted because of age, prolonged unemployment or other problems), and Borderline Employable (this group would include those with serious disabilities - chronic alcoholism, health or emotional difficulties, etc.).

Depending on their classification, the transients would be referred to sections of the hostel and provided with necessary assistance. Those who were habitual users of such facilities and borderline employables would be registered with Canada Manpower, and given whatever assistance determined as necessary by the counsellors. Those who were classified as employable would be given every opportunity to find work and rehabilitate themselves. To accomplish this we would propose that counsellors employed be increased from one to three and in addition they be equally as well trained in employment counselling in addition to social work as is now the case.

C. Referral to Community Services

Because of the wide variety of community, government and private agencies and services available to transients, it is most important that all employees of the hostel be made aware of these services or, in the case of non-professional employees, a source which may be referred to for information. We propose to

establish a number of programs whereby employees will become familiar with the service. These will include an orientation program for counsellors and intake workers which will enable them to learn of each agency first hand and establish personal contacts with these agencies. Other staff will also be given training to a lesser degree in order that no employee will be accused of "turning a deaf ear" to a transient's problems or questions. In this manner, it is expected that every applicant to the hostel will receive the best possible reception and will be guaranteed proper service regardless of his problem.

D. Employment Counselling and Job Placement

Because it is most important that single male transients be given every opportunity to rehabilitate themselves, we feel that the present social work staff is insufficient and should be renamed and increased. In addition, we feel that a thorough knowledge of employment counselling and job placement techniques is equally as important as the social work aspects of their job. That is, while a social worker will fill many needs in general counselling and guiding transients to community services which can assist with problems, a second skill is equally vital - guiding a person along a course which will enable him to regain his self respect and find employment. To accomplish this, we intend to go far beyond the normal Canada Manpower Service and actually teach employable

transients how to go about looking for, getting and keeping a job. Such items as dress, deportment, method of answering questions and where and how to look for work will be covered. The end result will be a presentable and better motivated individual looking for work rather than a group of confused men standing on the street near the Canada Manpower Centre hoping a job will somehow be presented to them.

The above proposals, in our opinion, are practical and would be implemented immediately as they are vital to the retention of human dignity. It must be pointed out that much of the success of such programs depends on good people - because of the great emphasis on people we have already approached a number of potential employees and received favorable replies to our offers of employment. Thus, we can make our claims with a great degree of confidence.

E. Suggested Employment Service

At a meeting with hostel residents the suggestion of establishing an employment agency within the hostel was discussed and met with favorable reaction. At this time, we do not feel that this suggestion is a practical one and until studied further would prefer to implement our suggested rehabilitative programs first. However, if the Management Committee feels that establishment of an employment agency within the hostel is a necessary item to a successful R.F.P. one of the principals

of Persona Care Limited is President of a firm which has as a part of its operation, a similar service. As a result, we are prepared, with no additional changes to our response to organize an employment service which could become a non-profit operation operating within the hostel itself.

F. Formal Research Study

During the first year's operation, we propose that a study be conducted which will result in a highly effective method of classifying and rehabilitating transients who apply to the hostel for service. We propose to handle this assignment as a special project in conjunction with professional sociologists, educators, the Department of Social Development and members of the hostel staff. The end result, we feel will be the development of a system which will both assist in the understanding of the single male transient, his problems, and eliminate the criticisms now aimed at governments for their handling of the single male transients.

It is understood that the fee for this study and implementation of its recommendations will not exceed $5,000. and we fully anticipate staying well within this limit. In view of the long term implications of this study, we expect that the Department of Social Development will be kept aware of our progress in the study on a regular basis.

G. Cost Proposals

Implementation of the proposals outlined above is dependent on changes in management philosophy and staff and these staff have already budgeted for in a separate item. Only the $5,000. allocated for the research study and the cost of providing special services will be considered as extra-ordinary costs to the Government of Alberta.

VIII. OUTSIDE CONTRACTS

It is not expected that any separate contracts between the contractor and other community services will be necessary (with perhaps the exception of a laundry services contract). Repairs to janitorial equipment and the replacement of window glass have been anticipated and are included in our cost proposals. Routine maintenance will be done within the organization and it is not expected that any contracts with suppliers will be entered into as we feel that purchases will be made from the best possible sources available at our discretion.

IX. PROVISION OF NECESSARY RECORDS

We propose to provide the Department of Social Development with the following records. Any additional records requested by the Department of Social Development will also be provided.

- A monthly record of all transients served by the hostel.
- An annual audited statement of the operation of the hostel and related services.
- Reports of all grievances referred to the Advisory Board on a regular basis set by the Department of Social Development.
- Annual proof of adequate insurance.
- A monthly personnel roster including salaries paid.
- An annual summary of activities including numbers of transients assisted and any general or specific programs undertaken which would be of interest to the Government of Alberta.

X. SCHEDULE OF PAYMENTS AND LENGTH OF CONTRACT DESIRED

A. Schedule of Payments

It is requested that the Department of Social Development pay for services provided on a monthly basis upon receipt of a detailed statement from the contractor including:

- Basic cost of basic accommodation and service including salaries, fixed costs, etc., at 1/12th of annual figure payable upon commencement of the contract - $15,041. per month.

- Variable costs related to the number of transients served - calculated at rate of $1.64 per transient day (including $.83 per transient per day for food costs).

- Cost of providing special services and formal research study.

B. Length of Contract Desired

It is requested that the total length of contract closely parallel that type of agreement presently in effect with private nursing home operators in the Province. However, we request that consideration be given to a length of service of 3 years with an option of an additional 2 year renewed period, and that the performance of the contractor be reviewed on a yearly basis. Our reasons for this request are as follows:

- In order to attract good people they must be given an indication as to how long they will be employed - a period of 3 years with a possibility of 5 years would allow us to attract and retain the high calibre of people required.
- In view of fluctuating costs, both parties will wish to review the agreement at periodic intervals - we suggest yearly. This also will allow for general re-assessment of the entire operation as it is a very new concept.

XI. BONDS AND INSURANCE

A performance bond, comprehensive liability insurance, and insurance on the contents of the hostel will be provided to the satisfaction of the Minister should Persona Care be designated as the successful respondent.

The principals of Persona Care Limited are fully prepared to

commit whatever financial resources and management ability they are able to gather in order to satisfy the Government that the service will not become embroiled in financial difficulties.

Further, the Principals of Persona Care Limited are prepared to transfer properties with an appraised value of $83,000. less liabilities of $30,000. to Persona Care Limited as evidence of financial stability.

XII. SUGGESTED BONUSES OR PENALTIES

The above proposals are based on a very fundamental objective. By utilizing sound management and fulfilling the obligations agreed to with the Province of Alberta, Persona Care Limited will realize a fair value for their efforts and be adequately compensated for such items as risk and time spent by the Principals and Advisory Board members in the operation of the service. Thus, we can see no need for a bonus as an incentive to completing a project which was accomplished to the Government's satisfaction and paid for in full. In so far as penalties, we would suggest that a similar situation apply - we do not expect to fail but should this be the case an immediate cancellation of contract and forfeiture of all rights and claims, combined with whatever personal financial losses may accrue, and the impact upon professional reputations will be, in our opinion, an adequate penalty.

ATTACHMENTS

1. Cost summaries.
2. Proposed Regulations and Grievance Procedure.
3. Biographies of Key Persons Involved in R.F.P.
4. Organization Chart

COSTS SUMMARIZED

1. Provision of Basic Accomodation and Services Including:

   Special Service

   Dietary

   Laundry

   Housekeeping and Plant

   Administration

   Financial and Supervision

   Anticipated Profit

   TOTAL $ 15,041 per month or $ 180,490 per year.

2. Variable Cost Per Transient Per Day - $ 1.64 per day.

3. Based on an Estimate of an Average Number of 200 Transients Per Day:

   Basic Cost - $ 15,041 per month or $ 2.46 per transient per day.

   Variable Cost - $ 1.64 per transient per day.

   TOTAL $ 4.10 per transient per day.

PERSONNEL ROSTER

(Also see proposed organization chart)

No. of Position	Position Title	Proposed Actual Salaries/Annum
1	Manager - Head Counsellor	$ 14,000
1	Clerk - Stenographer	5,000
1	Bookkeeper	5,600
4	Intake Clerks	24,000
2	Senior Counsellor(s)	22,000
1	Junior Counsellor	6,000
0	Part Time Assistance (Counselling)	4,000
1	Head Cook	8,500
1	Cook	7,200
0	Part Time Assistance (Kitchen)	17,000
1	Supervisor (Laundry and Accom.)	6,600
1	Assistant Supervisor (Laundry and Accom.)	6,000
0	Part Time Assistance (Laundry and Accom.)	15,000
14	full time positions	$ 140,900

PERSONA CARE LIMITED

PRO FORMA STATEMENT OF INCOME

AND

SCHEDULES OF PROJECTED COSTS AND CASH FLOW

FOR THE YEAR ENDING OCTOBER 31, 1971

PERSONA CARE LIMITED

PRO FORMA STATEMENT OF INCOME

FOR THE YEAR ENDING OCTOBER 31, 1971

INCOME		$ 287,830
EXPENSES		
Direct		
Special services	$ 43,317	
Dietary	95,613	
Laundry	7,996	
Housekeeping and plant	45,866	192,792
		95,038
Indirect		
Administrative		
Salaries	46,575	
Employee benefits	4,658	
Telephone	968	
Supplies	968	
Insurance and bonding	2,517	
R.F.P. preparatory and contract negotiation costs	15,000	
Accounting and audit	2,904	
Auto and travel	968	
	74,558	
Financial and supervision		
Advisory board	7,200	81,758
NET INCOME BEFORE INCOME TAXES		13,280
INCOME TAXES		3,000
NET INCOME		$ 10,280

PELICAN [illegible] ATED

PRO[illegible]

FOR THE YEAR [illegible] 31, 19[illegible]

	Special Service	Dietary	Laundry	Housekeeping and Plant	Administrative	Total Operating	Fixed and Supervisory	Total Costs	Variable Costs
Salaries	$ 32,000	$ 32,700	$ 3,000	$ 24,600	$ 48,600	$ 140,900	$ -	$ 140,900	$ 36,000
Employee benefits - 10%	3,200	3,270	300	2,460	4,860	14,090	-	14,090	3,600
Utilities and telephone	-	-	-	13,000	1,000	14,000	-	14,000	-
Supplies	1,000	1,000	5,000	5,000	1,000	13,000	-	13,000	6,500
Repairs	-	-	-	1,200	-	1,200	-	1,200	-
Insurance and bonding	-	-	-	600	2,600	3,200	-	3,200	-
Accounting and audit	-	-	-	-	3,000	3,000	-	3,000	-
Auto and travel	1,000	-	-	-	1,000	2,000	-	2,000	-
Advisory board and medical fees	3,000	-	-	-	-	3,000	7,200	10,200	-
Training and supervision	4,000	-	-	-	-	4,000	-	4,000	-
Programs	1,000	-	-	-	-	1,000	-	1,000	-
Food - 83¢ per day	-	60,800	-	-	-	60,800	-	60,800	60,800
Miscellaneous, locks, stocks, etc.	-	2,000	-	1,000	-	3,000	-	3,000	1,000
Profit	-	-	-	-	-	-	30,000	30,000	12,000
TOTALS	$ 45,200	$ 99,770	$ 8,300	$ 47,860	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ 119,900
Cost per resident/day								$ 4.10	$ 1.64

PERSON[illegible]

SCHEDULE OF [illegible]ED CASH FLOW

FOR THE YEAR EN[illegible] OCTOBER 31, 1971

	November	December	January	February	March	April	May	June	July	August	September	October	Total
AVERAGE OCCUPANCY	[illegible]	225	250	275	250	225	200	175	150	[illegible]	150	175	[illegible]
CASH AT BEGINNING OF MONTH	$ -	$ 4,289	$ 2,139	$ 1,396	$ [illegible]214	$ 2,792	$ 3,810	$ [illegible]168	$ [illegible]381	$ [illegible]124	$ [illegible]711	$ 10,547	$ -
RECEIPTS													
Advances by shareholders	6,000	-	-	-	-	-	-	-	-	-	-	-	[illegible]
Basic subsidy	7,522	15,041	15,041	15,041	15,041	15,041	15,041	15,041	15,041	[illegible]	[illegible]041	[illegible]041	[illegible]973
Occupancy subsidy	7,000	5,248	11,439	[illegible]710	[illegible]428	12,710	11,070	[illegible]610	8,610	[illegible]	[illegible]	7,[illegible]	[illegible]731
	20,522	24,578	28,619	[illegible]147	[illegible]483	30,543	29,921	[illegible]377	27,032	[illegible]	[illegible]877	31,132	[illegible]917
DISBURSEMENTS													
Salaries	6,500	13,000	13,950	13,950	[illegible]950	13,950	13,000	[illegible]500	[illegible]500	[illegible]	[illegible]500	[illegible]000	[illegible]500
Food - stock	3,000	-	-	-	-	-	-	-	-	-	-	-	[illegible]
- 30 days	-	2,656	5,789	[illegible]433	[illegible]71	6,433	5,[illegible]03	[illegible]300	[illegible]352	[illegible]	[illegible]310	[illegible]394	[illegible]927
Supplies	1,000	1,000	1,200	[illegible]200	[illegible]200	1,000	1,000	700	700	[illegible]	[illegible]00	600	[illegible]000
Utilities and telephone	-	1,000	1,200	[illegible]000	[illegible]26	1,600	1,400	[illegible]350	800	[illegible]	[illegible]00	1,000	[illegible]000
Repairs	50	100	100	[illegible]00	[illegible]00	100	100	100	100	[illegible]00	100	100	[illegible]150
Training and supervision	1,333	1,333	1,334	-	-	-	-	-	-	-	-	-	[illegible]
Miscellaneous	2,000	1,000	1,000	[illegible]000	[illegible]000	1,000	1,000	1,000	1,000	[illegible]000	[illegible]000	1,000	13,000
R.F.P. preparatory and contract negotiation costs	1,500	1,500	1,500	[illegible]500	[illegible]500	1,500	1,500	1,500	1,500	[illegible]500	-	-	15,000
Shareholder loan payment	-	-	-	-	-	-	2,000	2,000	2,000	-	-	-	6,000
Advisory board and professional fees	850	850	850	[illegible]50	[illegible]50	850	850	[illegible]50	850	[illegible]50	850	850	10,[illegible]
Income tax instalments	-	-	300	[illegible]00	[illegible]00	300	300	300	300	300	300	300	3,000
	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]991	26,733	26,763	[illegible]930	22,908	[illegible]410	[illegible]166	[illegible]925	[illegible]370
CASH AT END OF MONTH	$ 4,289	$ 2,139	$ 1,396	$ [illegible]	$ [illegible]92	$ 3,810	$ 3,168	$ [illegible]381	$ 4,124	$ [illegible]	$ 10,711	$ 10,547	$ 10,547

Attachment - Proposed Regulations

PERSONA CARE LIMITED

Single Men's Hostel - Calgary

RULES AND REGULATIONS

1. Upon entry to the Hostel, all men are required to take a bath. Towel and soap for this purpose may be obtained from the office. All residents are required to bathe regularly - not less than once per week.

2. No intoxicating beverages or drugs are allowed on the premises. Any persons found in possession of liquor or drugs will be referred to the Manager for appropriate action and any persons in an intoxicated condition will be removed from the Hostel or refused entry.

3. Beds must be made each morning and rooms and dormitories kept clean and tidy at all times. Residents are expected to assist in maintaining the cleanliness of the building.

4. Cigarettes and matches must be disposed of with utmost caution. There must be POSITIVELY NO SMOKING IN BED.

5. All residents checking out must notify the office.

6. Unless participating in rehabilitative programs or counselling sessions within the Hostel, residents must leave the Hostel by 8:30 a.m. each day and not return until 11:30 a.m. Immediately after lunch non-participating residents must leave the building and not return before 4:00 p.m. This regulation will not apply during extreme cold or inclement weather.

7. Residents are expected to maintain a proper dignity when outside the Hostel and please refrain from loitering or lying around outside the building.

8. Lights will be extinguished at 11:30 p.m. and all men are expected to be indoors by this time.

9. Any man who feels aggrieved and believes he has not been fairly and properly dealt with should report to the Manager's office and utilize the Grievance Procedure posted along with these regulations.

Manager

PERSONA CARE LIMITED

Single Men's Hostel - Calgary

GRIEVANCE PROCEDURE

Step 1 - As soon as possible the resident shall appear before the Hostel Manager to explain his grievance. If he desires, he may request the presence of a Counsellor, Assistant Counsellor or fellow resident while he does so.

Step 2 - If unsatisfied with the disposal of his grievance, the resident may request to have his grievance heard by two members of the Advisory Board.

Names, addresses, and phone numbers of the Advisory Board are as follows:

Step 3 - If the resident remains unsatisfied with the disposal of his grievance, he may then write to:

The Minister of Social Development,

Room 322, Legislative Buildings, Edmonton

or the Minister's agent:

who will then arbitrate the case.

BIOGRAPHIES

MR. JACK A. KING.

Born July 4, 1934. Mr. King received his primary and secondary education at Peterborough, Ontario. He is a graduate of Queen's University - Kingston, Ontario (B.A. Economics and Politics 1957) and The Queen's University School of Law (Batchelor of Laws - 1960).

Mr. King was engaged in the private practise of law in Calgary from 1961 to 1964. He then held the position of Marketing Lawyer for the Royalite Oil Co. Ltd. from 1964 - 1967 when he re-entered private practise in 1967. He has had his own practise from 1967 to the present.

Mr. King has been owner - operator of Meadowbrook Nursing Services Ltd. from 1961 to present. His Company operates the Meadowbrook Nursing Home in Calgary.

In 1969, Mr. King was appointed by The City of Calgary as Chairman of the Board of Management - Metropolitan Calgary Foundation. This Board is presently responsible for the care and management of accommodations and serivces for 900 senior citizens.

Mr. King is married and has two children.

In addition, to his experience in the management of care centres, Mr. King's legal background will be valuable in advising both hostel residents and related social agencies.

MR. FRANK J. GATTO.

Born 12 November, 1940. Mr. Gatto received his primary and secondary education at Bellevue, Alberta. He is a graduate of Mount Royal Junior College, Calgary (1960) and The University of North Dakota (1962) majoring in Personnel and Public Administration.

From 1962, Mr. Gatto was employed by The City of Calgary as a Personnel Officer for 5 years and City Safety Director for 3 years.

In 1970, he joined the Personnel and Management Consulting firm of Career Consultants of Alberta Ltd., as Director of Personnel and Safety Consulting. In June 1970, Mr. Gatto became President of Career Consultants.

In 1970, Mr. Gatto was appointed to the Board of Management of the Metropolitan Calgary Foundation. This Board is presently responsible for the care and management of accommodations and services for 900 senior citizens.

Mr. Gatto is married and has one child.

Mr. Gatto's experience as a Personnel Administrator combined with his personal knowledge of all Civic Departments plus numerous Community Social Agencies will be a valuable asset in the day-to-day operation of the service.

MR. WALTER P. BROCK.

Born at Bassano, Alberta. Attended high school at Medicine Hat, Alberta. He received his designation in 1956.

From 1959 to 1969, Mr. Brock was a partner in the Accounting Firm of Muirhead, Brock, Hudson and Wallace. Since 1969, he has been a partner in the National Accounting Firm of Gardner, MacDonald & Co.

Mr. Brock formerly served on the Board of Directors of Mutchmor Place, the United Church Lodge for alcoholics.

He also serves as auditor of the Calgary Indian Friendship Centre, the Pastorial Institute and a number of Nursing Home operations.

Mr. Brock is married with two children.

Mr. Brock's experience as a accountant for both Charitable Institutions and Nursing Home operations will be valuable in the control of financial operations.

ADVISORY BOARD MEMBERSHIP

Mr. Jack A. King -

Mr. Frank J. Gatto -

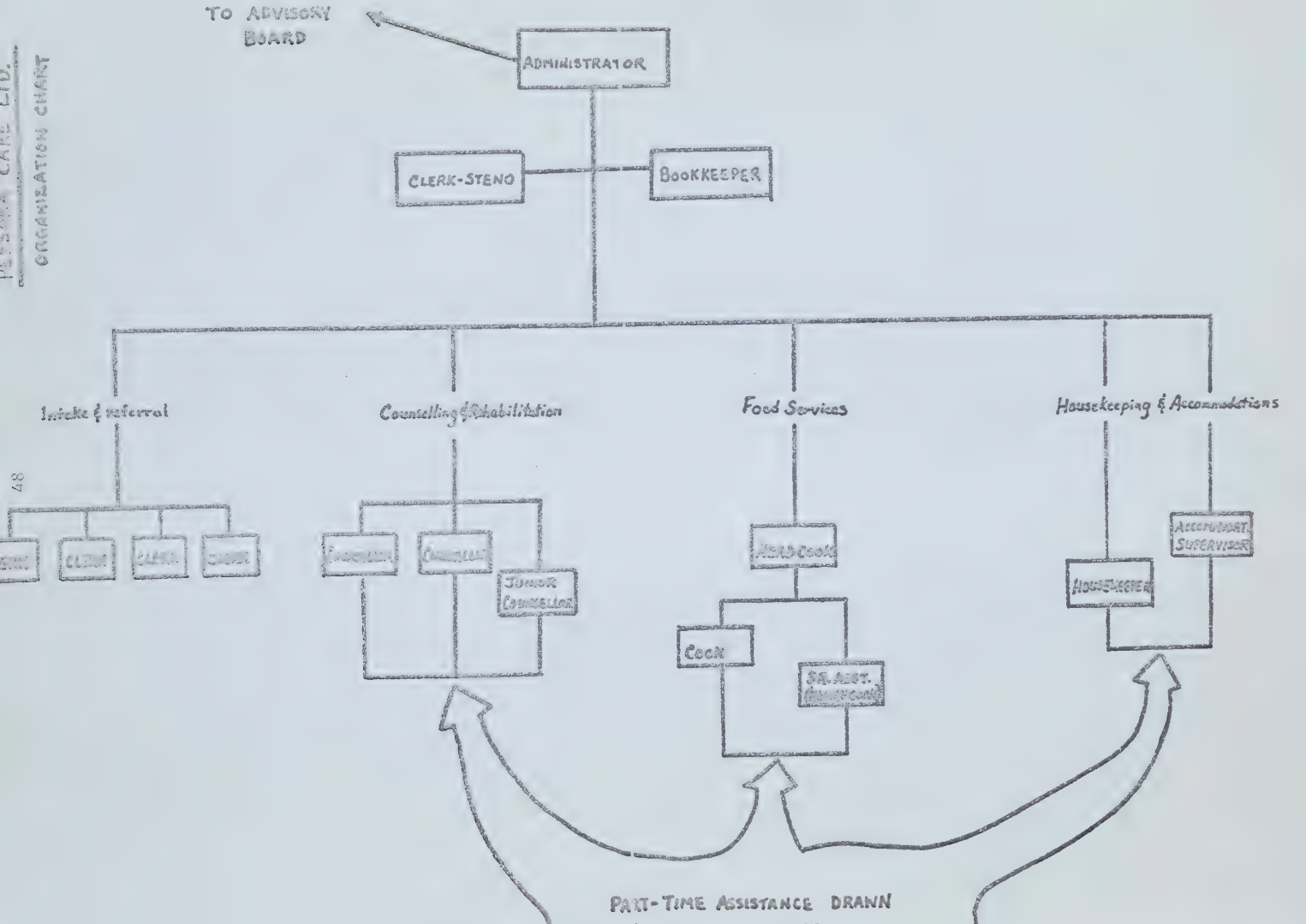
Mr. Walter N. Brock -

Mr. William T. N. Kemp - Mr. Kemp, until 1968, held the position of Superintendent of The City of Calgary Welfare Department. Mr. Kemp will assume special duties with Persona Care Limited - in addition to his position as a member of the Advisory Board, he will act as a special consultant to both the Advisory Board and the principals of Persona Care Limited in matters of hostel operation, classification of transients and generally utilize his vast knowledge in the welfare and social development fields to ensure that proper service is maintained at all times.

Hostel Manager - As our proposed Hostel Manager is presently employed by the Department of Social Development, we feel it would be inopportune to include his name at this time.

We propose to retain the services of the present Hostel Doctor both for medical services and as a member of the Advisory Board to advise on health matters.

As soon as possible after granting the contract, we would also appoint a Hostel Chaplin to the Board of Management. However, we have not taken any steps in this direction as we are aware that the Inter-Faith Group are also preparing a submission to the Committee and feel that any approach to a member of the Clergy at this time could be misinterpreted.


TO ADVISORY BOARD
ADMINISTRATOR
CLERK-STENO
BOOKKEEPER
Intake & referral
Counselling & Rehabilitation
Food Services
Housekeeping & Accomodations
JUNIOR COUNSELLOR
HEAD COOK
COOK
HOUSEKEEPER
ACCOMODATE SUPERVISOR
PART-TIME ASSISTANCE DRAWN

PROVINCIAL GOVERNMENT HOSTEL

Calgary, Alberta

Subject: The Salvation Army's submission or tender to lease and operate the Government owned Hostel in the City of Calgary in the Province of Alberta.

The Salvation Army hereby contracts to provide services for approximately two hundred (200) single transient men per day in Calgary in keeping with the objectives and guidelines to standards as outlined by the Department of Social Development in co-operation with M. & M. Systems Research Limited.

'Hand to Man and Heart to God' is inherent in all Salvation Army Social Welfare programmes and practice. Thus in making comprehensive proposals to undertake the leasing and operating of the Government Hostel in Calgary in the Province of Alberta, our basic spiritual motivation must be recognized and accepted.

As an International and National body, our peculiar form of Administration must be respected. Any local policies, procedures, or decisions must be authorized by the National Headquarters or the person responsible for the area of service under question. There is, however, flexibility at the National Centre producing a spirit of co-operation and understanding. Thus should our contract or tender be considered by the Alberta Government as a viable arrangement, the relationship between local Administration at the Hostel and our National Headquarters must always be recognized in the contract.

. . . ?

"Why should The Salvation Army tender for this particular kind of service?" Perhaps few agencies are more aware of the tremendous responsibility and accountability involved in the Hostel Service to single transient men. The record of our present service in this field makes it almost imperative that The Salvation Army submit a proposal.

SALVATION ARMY HISTORY IN THE FIELD OF SERVICE TO SINGLE MALES IN CALGARY

In 1914 the first Men's Hostel was established in Calgary known as the Metropole with an accommodation of 36 men.

In 1916 the name was changed to the Industrial Home with an accommodation of 46 men.

In 1920 the name was changed again to the Hostel and Industrial Store with accommodation for 50 men.

In 1935 and 1937 an extension was built on the Hostel with an accommodation of 76 men.

In 1949 another extension and renovation and the establishment of the present location at 515 First Street, S. E. with accommodation for 149 men.

In 1954 the new Rehabilitation Centre was added.

In 1967 the name was changed to the Men's Social Service Centre and a further development in rehabilitation work took place. Note that in this instance a grant of $75,000.00 was received from the Provincial Government and this helped to make the development known as the Rehabilitation Centre possible.

In 1968 the Centre acquired the property at 704 First Street, S. E. and established an alcoholic treatment centre in co-operation with our Rehabilitation and Hostel Service.

The present unified Men's Social Service Centre situated at 515 First Street, S. E. and our Harbour Light or Alcoholic Centre at 704 First Street, S. E. shows accommodation for 116. The cut back in accommodation was necessary in order to facilitate and implement a classification integration programme with specialized rehabilitative services.

The progressive thinking and planning of the past decade described above would almost suggest a Divine Coincidence. The increased facilities and emphases on specialized programmes for rehabilitation could admirably relate to the classification procedure recommended for Hostel Administration in the Terms of Reference laid down by M. & M. Research or Consultants.

Work therapy plays a very important role in the re-discovery of lost skills and the return of a sense of self-respect.

Certainly The Salvation Army could envisage some of its present space which has been necessary for the overall accommodation of single transient men to be used or utilized in the extension of our general shops, warehouse, and related rehabilitative employment.

The following conditions are stated so as to define our position as clearly as possible: -

1. The Salvation Army states that if we are to tender for the takeover and operating of this previously run Government Hostel, it will be a separate programme but integrated with all other Salvation Army services in our overall programme such as Correctional, Harbour Light (alcoholics), etc.

2. It is agreed in principle by The Salvation Army that the Government of Alberta is defining goals, evaluating operation and monitoring results but within the framework of Salvation Army programming.

3. The Salvation Army agrees to implement on a graduating scale over a period of experimentation, objectives laid down in the Terms of Reference, as established by M. & M. Research Limited. In this connection the Army agrees to use all existing community services and, if possible by good organization and Public Relations, create new integrated resources on a co-operative basis.

4. In view of the special services programme as outlined in objective 4 and 5, and the 'unknowns' involved, we propose a one year pilot programme. If a longer period of experimentation is considered to be more practical, The Salvation Army would agree.

5. In presenting our tender, we have taken the stand to state rather definitely that we must be allowed flexibility in programming in order to give our programme the required initiative from day to day in order to arrive at the best possible service to the man. In this way, it must be understood that Terms of Reference are accepted as guidance only.

. . . 5

6. The Salvation Army has been in the Hostel field for almost 100 years and our service in this area is well known. We would respectfully submit that the Performance Bond Condition be eliminated in the first year of operation while we are emphasizing our experimentation in special services rendered.

7. The authority and control of the appointed Administrator must always be recognized and respected. Any amount of complaint or accusation must first be referred to him as the Administrator for further reference to a Board of Appeal, if considered sufficiently serious.

8. The Salvation Army contracts to appoint an Officer as Administrator with experience and skills in social and spiritual oriented programmes.

9. A specific Salvation Army Advisory Council comprising of civic representatives, Salvation Army business laymen, and representatives of citizen's Advisory Board, and representative Officers will be immediately established. The function of this Council will be to study ways and means to building resource employment pools. At the same time it will be recommended that the Council study the possibility of setting up a volunteer Christian action involvement in Hostel programme, especially in the area of counselling and entertainment. This Council could also operate as an Appeal's Board.

10. It is also expected that the spiritual motivation inherent in our movement will be respected. The Army will, of course, welcome co-operation from all churches in programming Chapel Services but the Administrator or his representative will be the responsible co-ordinating person. Attendance at Chapel meetings will not be compulsory.

11. The Salvation Army proposes, if our tender is considered successful, to introduce into the Hostel our Harbour Light Programme or treatment and rehabilitation of the Alcoholic. Facilities are naturally available in the Hostel for this specific and unique expression of Salvation Army service. It is further hoped that this part of our special service work could be integrated with our Rehabilitation work in our established Men's Social Service Centre, as well as tie in with other programmes operating for the benefit of the alcoholic.

12. The Salvation Army recognizes the principle of monitoring by the Government and our books will be open to examination. Government appointed Auditors will be welcome. An Annual Report will be issued.

13. In preparation of Budgets, the costs of unusual services affecting dental, optical and other medical requirements have not been included. It is expected that such needs will be referred to the Department of Social Development or the particular branch of that Department administering Social Allowances.

14. The Salvation Army contracts to invite the client or consumer to become a beneficiary of the programme. There is no reason why a client may not be permitted to participate in special work sections. The philosophy of work as a therapy as well as involvement in the programme is one further step in his rehabilitation.

The above submission may call for close study and evaluation and further discussion. We shall be happy to arrange for a meeting in Edmonton as soon as possible following your study and evaluation.

Please find attached hereto our Expenditure Estimates detailed from 1968 - 1969 actuals and projected from our experience in this field, having in mind the objectives and goals of R. F. P. as set down in M. & M. Research Limited Terms of Reference.

Respectfully submitted,

Arthur G. Moulton

(Arthur G. Moulton)
Colonel
MEN'S SOCIAL SERVICE SECRETARY

Single Men's Hostel
Calgary

Attached are Budget estimates for the 1970-71 operations of the Calgary Single Men's Hostel by the Salvation Army.

These estimates are in two sections and are based on information contained in the R.F.P.

1. Operational - This section covers cost of operating the program including replacement and repair of Furnishings and Equipment.

2. Maintenance - Covers the maintenance and upkeep of the building and attachments.

Operational

1. Salaries and Wages - It is proposed to employ present staff at present salaries, with the exception of the Hostel Manager who will be replaced by a Salvation Army Officer. Subsequent staff changes will then be the responsibility of the Administrator. Employees will be required to join the Salvation Army Employees' Pension Plan when eligible.

2. Cost of provisions is computed on the basis of 3 meals per day for 280 men. Any adjustments found necessary will be negotiated.

3. It is proposed that the Salvation Army buy the Furnishings and Equipment for the nominal sum of $1.00 and provide for replacements and repairs in the budget.

Maintenance

1. It is proposed that the building and attachments be leased to the Salvation Army for the nominal sum of $1.00 per year.

2. Taxes are estimated in the amount of $5,000.00 pending clarification of this charge.

No proposal is made for bonuses or penalties. The Salvation Army is not interested in profits or penalties, but will endeavour to operate within the proposed budget provided provision is made for adjustments due to unpredictable or uncontrollable expenses.

No provision is made for the cost of a bid bond or performance bond as proposed in the R.F.P. We request that consideration be given to waiving this requirement insofar as the Salvation Army is concerned.

We propose that monthly payments from the Provincial authorities be made on the basis of 1/12 of the accepted anual budget. It is proposed that any required adjustments be made at the end of each quarter on the basis of a comparison of Total actual expenditures and the approved budget estimates.

Books and records will be maintained in accordance with Salvation Army standards and will be available for inspection at any reasonable time. Under Salvation Army arrangements, an Internal Audit is conducted each year. If the Province of Alberta requires an External Audit, this will be arranged and the cost added to the budget.

SINGLE MEN'S HOSTEL - CALGARY

EXPENDITURE ESTIMATES

For the year 1970-1971

SUBMITTED BY THE SALVATION ARMY

OPERATIONAL

Salaries	$78,000.00	
Wages	20,000.00	$ 98,000.00
Labour and Service Contracts		13.600.00
Canada Pension	$ 1,500.00	
S. A. Employees' Pension	1,500.00	3,000.00
Telephone, Telegraph & Postage		1,300.00
Printing, Stationery & Office Supplies		1,000.00
Audit - Internal		200.00
Freight, Express and Cartage		50.00
Insurance - Contents & Legal Liability		200.00
Workmen's Compensation		1,000.00
Unemployment Insurance		1,000.00
Outside Accommodation and Food Services		25,000.00
Provisions (for 280)		92,000.00
Household and Cleaning Supplies		2,500.00
Linen, Bedding and Uniforms		1,000.00
Furniture and Equipment		3,000.00

Medical Expenses	$ 50.00	
Sports, Recreation & Reading Material	100.00	
Small Tools	100.00	
Special Needs, including clothing and transportation	4,000.00	
Utilities	12,000.00	
Administrator - Residence	2.500.00	
- Car Expense	1,000.00	
National Funds, Administration & Supervision	15,000.00	$ 277,600.00

MAINTENANCE

Caretakers - Salaries	29,600.00	
- C.P.P. & Employees' Pension	1,000.00	
- Workmen's Compensation	300.00	
- Supplies	4,000.00	
- Unemployment Insurance	300.00	
Taxes	5,000.00	
Maintenance - Materials, Supplies & Repairs	5,000.00	
- Labour	15,000.00	60,200.00
		$ 337,800.00

SCHEDULE

Canada Pension Employees' Pension Workmen's Compensation Unemployment Insurance	$ 6,000.00
Furniture & Equipment, Linen - Replacements	4,000.00
Taxes	5,000.00
Provisions - for full capacity - Increased by - - - - (approx)	50,000.00
Administrator - Residence	2,500.00
- Car Expense	1,000.00
National Funds Administration & Supervision	15,000.00
	$84,100.00

PROPOSAL

TO OPERATE THE SINGLE MEN'S HOSTELS

IN EDMONTON and CALGARY

BY

BARRIE I. STRAFFORD & ASSOCIATES LTD.

During the past three months we have conducted a series of interviews and investigations with a view to submitting a proposal for the operation of the Single Men's Hostel in Edmonton and Calgary. Despite being hampered by the vacation season which made it impossible to enter discussions with all the people with whom we would have wished to confer, we have now formulated an opinion as to how best the Hostels' can be operated at this time.

It is our opinion that the Hostels should be operated on a basis similar or identical to the original intent. viz:

> "The basic purpose of this institution is to provide a temporary home for transient men who are unemployed and without funds to pay for their own maintenance. The service of the hostel will be provided to a transient man for a period not to exceed seven days at any one time, unless the hostel resident shows evidence of seeking employment."

Firstly we should point out that the Honourable Mr. Justice Michael B. O'Byrne, in his report on the inquiry into the operation of the Hostel in Edmonton, does appear to have pointed out all the major problems connected with the Hostels, and at the same time has offered several sound suggestions for the cure of these problems. We are in almost complete agreement with his views on the matter.

It can be said that the Hostel in Calgary is operating in a fairly satisfactory manner, and with only a few exceptions is adhering to the original purpose of a Single Men's Hostel. On the other hand, the Hostel in Edmonton poses many problems which will have to be handled in a very delicate manner so as not to create further insurmountable problems whilst partially curing one. Because of the vast economic, cultural and social differences between Calgary and Edmonton we feel that the Hostel in Calgary will never assume the magnitude of problems which exist in the operation of the Hostel in Edmonton; it is possible however, that over a period of time and without good management and foresight, Calgary could acquire some of Edmonton's problems.

The major operating problem as we see it is:

> Hostel not used for its intended purpose - it has become a catch-all for social and unemployed misfits. It is performing services never intended such as:
>
> (a) A haven for alcoholics
> (b) A home for the aged
> (c) A treatment clinic
> (d) A nursing home
> (e) A boarding house

It is possible that as many as half of the men using the hostel should not be doing so. Only a complete analysis of the men involved will prove this conclusion - a long and time consuming project in itself. If these men are, in effect, wrongly placed, where will they be placed? The Department of Social Development presently operates two Hostel-like facilities for men who are unemployable, one at Gunn which accommodates up to 84 men who are unemployable for mainly mental reasons, and the other at Youngstown which accommodates up to 55 men who need certain types of special care - this institution appears to be much like a nursing home - some of the Hostel residents should possibly be placed in one or other of these institutions. More of these types of institutions may have to be established in order to help reduce the improper use of the Hostels.

It is obvious that drastic changes cannot be made immediately - as Justice O'Byrne so aptly put it " - The process will be slow and, at times, frustrating but a start must be made." In our opinion a "Classification System" is the key to the eventual properoperation of the Hostels.

Segregation within the Hostel is absolutely essential - the legitimate users should perhaps be on one side of the building, and further segregation of these men should be carried out by age, type, compatibility, etc. The other side of the building would house the problem types, drunks, alcoholics, and other problem cases - even more care would have to be exercised in the segregation of these types. This section too, would receive priority under the Classification System. We noted with extreme interest the points raised by Mr. J.P. Matheson in his memo to Dr. P.B. Rose and the brief presented to the O'Byrne Commission regarding Alcoholism - we agree that persons having an identifiable alcoholic or other behavioural problem should not be accommodated in the hostels; naturally these men cannot just be turned out on the street and it must be emphasized emphatically at this time that the proper resultant effects of the classification system will only come about through the complete cooperation of all involved Government Department Agencies whether they be Federal, Provincial or Civic.

A long and interesting discussion with Mr. H.R. Williams, President of the Edmonton Y.M.C.A., discloses that the Y.M.C.A. is deeply concerned about the effects of the Hostel atmosphere on young men, particularly between the ages of eighteen and twenty-five - they offer their assistance in this area, and we recognize that a great deal of effort will be required to prevent this age group from degenerating to "skid row".

We have read the report of the City Centre Co-Operative Club Committee on Housing Conditions for Single Men in the City of Edmonton, in addition we have talked to some of the men using the hostel facilities in both Edmonton and Calgary, we have asked them questions and solicited their views - in many cases it appears that the men would like, and sometimes expect, Country Club accommodation and attention. In this regard let us make our feelings perfectly clear - these men should have a clean bed to sleep in, clean and sanitary surroundings and a pleasant as possible atmosphere, adequate and palatable meals and all the assistance that can be provided for the proper rehabilitation of the man seeking assistance at the hostels. On the other hand many legitimate complaints were received - partially or over-cooked

meals are unnecessary, meal times conflicting with a man's effort to seek employment are also unnecessary (we note that the meal times have been changed in Edmonton to more realistic and considerate times) and a man must certainly be given the right to decide whether he wants milk and/or sugar in his tea or coffee without having both put in regardless.

THE CLASSIFICATION SYSTEM

Under the direction of management the Social Worker(s) will begin to classify all long-term users of the Hostel - at the outset we will start with all residents of 42 days or more standing, they will be individually interviewed and a record card established for each person. The card will denote all the usual types of information such as:-

Name
Age — Date of Birth
Religion — Marital Status
Next-of-Kin
Date of Original Admission to Hostel

then should include:-

Dates of Subsequent Stays at Hostel showing length of stay in each instance.
Did transient Acquire Job(s) at any of these times.
What type of Employment has he had.
How Long has he been able to hold down Job.
What was Reason for Leaving Last Job - is this a common reason.
Does this Man have an Alcoholic Problem
Drug Problem
Other Problem
Does He Want to Work.
Is he able to Work - if not, Why Not.
What type of Employment is he Actually capable of.
Suggestions of Manager and Social Worker.
Does he Belong in Hostel - if not - Where.

Introduction of this Classification System will automatically create a Classification Centre within the Hostel.

The system would provide assessment of the job capacity of the man with relation to the work available.

The transient who arrives, stays for a few days and leaves is apparently using the service as it was intended. Although the necessity of classifying this man initially is not urgent, steps will be taken to ascertain how transient acquired a job in order to weigh the value of the system. As the Social Workers advance from classification of oldest residents to newest residents this type of transient will be completely classified.
Because of the intenseness and frustrations of this type of interviewing upon the Social Worker(s) we feel that regular changes will have to be made with these personnel. We anticipate this period to be anywhere from twelve to twenty-four months depending upon the individual. It is expected that the Department of Social Development will consider the hostels as educational and training grounds for their Social Workers, and will keep us well supplied with rotating talent.

ADMINISTRATIVE APPROACH

Upon assumption of the management contract our approach will be:-

1. Assessment of all staff as to
   (a) desire
   (b) capability
   (c) attitude
   (d) personality

2. Assessment of Physical Aspects of Building as to:-
   (a) segregation
   (b) atmosphere
   (c) Economic function
   (d) condition
   (e) future possibilities

3. Evaluation of present systems and methods:-
   (a) effectiveness
   (b) overall value
   (c) acceptability
   (d) affect with respect to residents

4. Establish a program to develop a viable relationship between the Hostel and all Government Departments and the private sector of the community with particular emphasis placed on the field of employment.

5. Institute base for establishment of Classification System:-
   (a) comprehensive admission form or card
   (b) initial visual assessment of applicant

6. Investigation of general atmosphere in hostel:-
   (a) further interviews with residents
   (b) create good rapport between management, staff and hostel residents
   (c) solicitation of constructive suggestions and criticism from residents

7. Establishment of a Residents Committee to air and discuss views of residents with management group and advisory committee.

The first few months will comprise acclimatization for all concerned, drastic changes are not anticipated - it is conceivable that the Hostels will be operated during this period in a similar manner to that of today except where in our opinion the bounds of its intent have been unreasonably exceeded. We intend to proceed with cautious optimism.

We feel that many of the jobs around the hostel can be carried out by the hostel residents, and it is our opinion that many of these men so employed can later be sent to permanent jobs elsewhere. In other words the hostel will be used as a "proving ground" for prospective employers who will more readily accept into their employ a man who has shown capability and desire to work in the hostel - we can honestly offer this type of man as a good prospective employee. Such a programme will be instituted as quickly as possible.

REGULATIONS

We have examined the present regulations regarding admission to the Hostels in both Edmonton and Calgary and we feel at this stage they are adequate. As we see the necessity to change these over a period of time, we will do so.

Some regulations do appear to be overly restrictive and the enforcement of these will of necessity require much in the way of flexibility and justice and common sense without encouraging their complete disregard.

Evaluation of the complete hostel operation will indicate where some of these regulations may be inappropriate.

It will never be our intention, however, to create rules and regulations that will be enforced in a regimental manner.

COMMUNITY INVOLVEMENT.

We must admit that the area of Community Involvement is vague to us at this time, we are not sure how we will attempt to bring this into being. However, we were faced with almost an identical problem after assuming management control of Bow View Nursing Home.

The following two pages illustrate the programme which has been developed for the Bow View Nursing Home over the past three years.

Many of these organizations offered their services, but others were approached with a view to becoming actively involved.

We anticipate a somewhat similar approach with the hostels.

Approaches will certainly be made to clothing banks and laundries with a view to establishing a continuing arrangement to substantially reduce the cost of clothing allowances.

BOW VIEW NURSING HOME -- COMMUNITY RESOURCES -- GROUP/INDIVIDUAL

Hope Lutheran Church Womens' Auxiliary
A party or an outing for the patients once a month

St. Bernard's School - Montgomery
Singing at the Nursing Home - invitations to the school for teas and drama group shows - transportation provided

Junior Red Cross
Transportation and outings

Stampede City Chorus
Visit the Nursing Home and put on a show once a year
Provide a free show at the Auditorium once a year

Calgary Horticultural Society
Free tickets to flower shows

Women of the Moose Lodge - Montgomery
Party twice a year and free gifts for patients at Christmas

Kiwanis
Provide busses for tours and movies

Kinsmen Club
Camp available to the patients and bus trips provided

St. Bernard's Church
Visitors monthly and transportation provided to attend Church
Bazaars and teas

Cochrane Elementary School
Choir visits and sings yearly

Mr. Cranston
Banjo entertainment - occasionally

University Heights Mennonites - Church Brownie Group
Party and visits

Jewish Welfare Society
Welfare worker visits Jewish people and take them for drives

Montgomery United Church
Parties - Church Services - Visits

Calgary Exhibition and Stampede Board
Tickets for the grounds during Stampede

Calgary Parks and Recreation Department
Occasional shows put on by the children attending

Alberta Rehabilitation Council for the Disabled
Provide camp

Christian Reformed Church
Women's Auxiliary visits and parties - services

Montgomery Penticostal Church
Women's Auxiliary & Junior Choir sing - Visit - Services

Salvation Army
Services weekly - parties and gifts for patients

Gloria Hart School of Dancing
Put on shows for patients two or three times a year

We propose to take over management of the Single Men's Hostels in Calgary and Edmonton on a fixed fee basis - we realize that this is, perhaps, not the method by which the Department wished this project to be handled; however, we have discussed this matter deeply and would offer the prime reasons for taking this approach.

THE PER DIEM RATE

It is conceivable that with this method of payment the contractor would be reluctant to make decisions which could effectively reduce the number of men using the hostel facilities as it would also reduce his revenue and subsequently his profits. His opinions and decisions would be biased and any possibility of bringing the hostel's use back to its original intent, would be defeated from the outset. It is also conceivable that "bigger and better hostels may be required" if the per diem rate is accepted - bonus schemes could be devised where men would be paid in some manner to use the hostel facilities, the possibilities are endless.

THE FIXED RATE

A total price for the operation of the hostels, based on last year's figures plus an anticipated increase for possible added use and general inflation would have the reverse effect of the per diem rate. The contractor would be encouraged to reduce the use of the hostel as much as possible as this would result in less expenses and added profits. With this type of motivation the proper placement and rehabilitation of the transient men would be impossible.

THE MANAGEMENT FEE CONCEPT

By assuming all costs of operating the hostels and charging these back to the Department of Social Development each month plus a proportion of the fixed annual fee the contractor has immediately established his profit. Unlike the "cost plus" method there is no incentive to increase costs, rather the incentive is to reduce them effectively whilst still doing a first-class job. The onus then rests upon the Department to decide:-

(a) is the price right
(b) does the prospective contractor have the ability
(c) does he have the integrity
(d) does he have the motivation and desire

Once the decision has been made to accept this proposal the Department will receive the benefit of any and all savings which the contractor brings about.

Some agencies presently cooperating with the Department in the way of supplying used clothing and other services have indicated they will no longer cooperate if the hostels are operated by an agency other than the Department - this attitude may well be relinquished when these agencies realize that any savings will go to the benefit of the man and the financial benefit of the Department.

This method allows us to take over "as is" - all employees will effectively remain with the Department thus protecting their pensions and other fringe benefits. In this regard, however, we must insist on complete management control and if a man is unsatisfactory for our purpose we will request the Department to either, transfer him or allow us to sever his employ.

THE COMPANY

Barrie I. Strafford and Associates Ltd. is a management company established in 1969 to conduct all the management functions of the River View Nursing Home Ltd. in Medicine Hat, and the Bow View Nursing Home Ltd. in Calgary. To this date it has been involved almost solely in the management of these two nursing homes, and because of this some of our staff are strictly nursing home oriented - upon signing of a contract between the company and the Department of Social Development our staff will be expanded as is necessary to conduct its new contract in a sound and business like manner. An Advisory Board has already been established, details of which are attached.

The Company owns 50% of the Common Stock of the two nursing homes mentioned, and the shares of the company are presently owned by the Strafford family.

It is of interest to note that the principals involved in the management company are those who took over active management of the Bow View Nursing Home in May of 1967 when the nursing home was technically bankrupt and unable to pay its mortgage and other financing commitments, it had also developed problems which drew criticism from the general public and the Board of the Auxiliary Hospital and Nursing Home District of Calgary. Since May of 1967 this nursing home has been brought back into a solvent position, carrying on its affairs with its creditors and financial agencies on a 30 day basis, and has regained the admiration of the general public, the Auxiliary Hospital and Nursing Home Board, and the Department of Health in Edmonton.

BARRIE I. STRAFFORD

Born - Manchester England - September 1928 - Age 42 - Anglican
Married - 4 dependents

Educated at Clarke's College Bristol England
Honours in English, Literature and History

Conscripted into Royal Navy - 1946-1948 - Radio Operator

1948 - 1950	Restaurant Business with father
1950 - 1952	Manager Road Division of Western Asphalte & Tar Paving Co. Ltd.
1952	Emigrated to Canada
1952 - 1953	Cost Accountant - Mannix Ltd. - Calgary
1953 - 1961	Accountant to Manager - True Mix Concrete Ltd.
1961 - 1963	Sales Co-ordinator Consolidated Concrete Ltd. Carried out economic and financial studies and analyses, etc.
1960 - 1963	Attended University of Alberta (Calgary) successfully completed Management Development Programme consisting of undergraduate courses in Accounting, Business Law, Finance, Economics, Marketing and Business Administration.
1963 - 1964	Self employed as Financial Consultant
1964	Built and established River View Nursing Home Ltd. in Medicine Hat
1967	Took over management control of Bow View Nursing Home Ltd. in Calgary which was in financial and operational difficulties
1969	Formed management company styled Barrie I. Strafford and Associates Ltd. initially to conduct management affairs of the two nursing homes and then to seek further management projects

Throughout the period 1948 to 1960 took and successfully completed numerous extension courses in business aspects such as Business Mathematics, Accounting, Marketing, Sales, etc., etc. at Colleges and Universities.

Active in community work - 10 years in Lions Club until recently Director of Medicine Hat Lions Club, (three years). Director of Silver & Gold Society - Medicine Hat. Director of Alberta Motor Association.

President - Barrie I. Strafford & Associates Ltd.
President - River View Nursing Home Ltd.
President - Bow View Nursing Home Ltd.

ARTHUR L. OWEN

Born Montreal Quebec - October 1928 - Age 42 - Married - 2 dependents

1944 - 1948	Family Farm - Prince Edward Island General Farming, fox farming, light commercial fishing
1948 - 1949	Dominion Rubber Co. Ltd. Montreal Records Clerk - Research Laboratory
1949 - 1952	C.J. Hodgson & Co. - Stockbrokers - Montreal Trading Desk Clerk
1952 - 1954	Drake - Merritt Ltd. - Goose Bay, Labrador Motor Pool Foreman
1954	Moved to Calgary
1954 - 1955	Rock City Tobacco Co. Ltd. Calgary Sale and Promotion of Tobacco Products - Alberta
1955 - 1961	True Mix Aggregates Ltd. Calgary Accountant with responsiblity for organizing and coordinating office and field operations
1961 - 1965	Consolidated Concrete Ltd. - Calgary Sales of Concrete - Sand and Gravel - Natural Stone
1965 - 1966	Mount Royal Junior College - Calgary Completed matriculation programme - as an adult student
1966 - 1967	Standard General Construction (International) Ltd. Field Accountant - highway project - Prince George, B.C.

During the period 1955 to 1967 a thorough knowledge of all aspects of general office routines and, in particular, wide experience in the development and implementation of cost and production control systems was acquired.

1967 - to date

(Bow View Nursing Home Ltd.) Barrie I. Strafford & Associates Ltd. - Calgary
Assistant Administrator - of 154 bed nursing home responsible in general for the total operation of this Home.

Since 1967, taken and completed University credit courses in Accounting Theory and managerial accounting at Mount Royal Junior College - and presently enrolled at the University of Alberta, Calgary, Division of Continuing Education.

THE NEW MANAGER

We are reluctant to disclose the name of our new manager for the Edmonton Hostel as he is presently being considered for promotion by his present employer and in the event our proposal is not accepted we do not wish to affect his chances of improvement elsewhere.

However, he is 31 years of age, aggressive and ambitious. He is extremely active in community projects and works well with others - he has shown good creativity and imagination in his present employ and has risen through the ranks rapidly assuming two managerial positions in the past three years.

We have made no decision for Calgary at this time - Mr. Dagg has indicated a willingness to stay on at the hostel providing he is still an employee of the Department of Social Development, if our proposal is acceptable this would be a possibility and we would like to pursue the matter further. He also appears to be a dedicated man with roots in the hostel. Regardless of whether he stays or not implementation of systems described in our proposal will be undertaken immediately.

OUR ADVISORY COMMITTEE.

Mr. D. S. Hudson - Banker.

Mr. A. D. MacDonald - Real Estate Salesman.

Mr. F. M. Chisholm - Oil Landman.

DONALD S. HUDSON

Born Birmingham England - April 1932 - Age 38 - Married - 2 dependents

Educated at Queen Mary's High School - Denstone College

1947 - 1948	Lloyds Bank Ltd. - Birmingham
1948 - 1952	British Army - Korea - Malaya - Hong Kong
1953 - 1970	Canadian Imperial Bank of Commerce (All 17 years in Alberta)

Memberships

Calgary Petroleum Club
Canadian Legion No. 1
A.N. & A.F. - Calgary
The Alberta United Services
Alberta Historical Society
Calgary Curling Club
Canyon Meadows Golf & Country Club
Calgary Chamber of Commerce
Church of the Holy Nativity - Church Warden
Mosaic Lodge No. 176 - Secretary/Treasurer

Community Projects

Y.W.C.A. Building Fund - 1969/1970

United Appeal - 1968/69/70

Salvation Army Appeal - 1964/1969

Employment History

1953 - 1954	Clerk - Camrose
1954 - 1957	Utility Clerk - Provost
1957 - 1958	Accountant - Fort MacLeod
1958 - 1960	Manager - Lethbridge
1960 - 1969	Manager - Calgary
1969	Special Representative Marketing Division - Calgary

ALLAN D. MacDONALD

Born Stavely, Alberta - February 1934 - Married - 3 dependents

Education - F.R.I. Degree - University of Toronto - 1961

Work History -

Seven (7) years with the Canadian Imperial Bank of Commerce

Fourteen (14) years Real Estate - Calgary

Last four (4) years as Owner of MacDonald Realty Ltd., Calgary

Community Involvement

Two years as Director of Calgary Real Estate Board

Member: Earl Grey Golf Club

Renfrew Lodge

Stavely Elks Club

St. Andrews United Church

F. MERRITT CHISHOLM

Born Cereal, Alberta - November 1929 - Age 41 - Married - 4 dependents

Education:

University of Alberta - Bachelor of Commerce - 1952
Major - Business Administration - Law - Psychology - Economics

Royal Canadian Navy Supply Schools while attending University

Member - Zeta Psi Fraternity of North America

Work History

1949 - 1963	Royal Canadian Navy (Reserve) Joined as Officer Cadet - retired with rank of Lieutenant
1952 - 1956	Canadian Imperial Bank of Commerce Corporate Finance - Personnel - Credit Experience
1956 - 1961	Stanolind Oil (Pan American Petroleum Corp.) Junior Landman to Assistant to the Division Landman
1961 - 1966	Central-Del Rio Oils Ltd. Supervisor of Contracts to Land Manager
1966 - Date	Bralorne Pioneer Petroleums Limited Manager of Land Department - responsible for all of the Company's land activity including requisitions - farm outs and farm ins, and land administration

Memberships

Alberta Association of Petroleum Landmen - Director in 1966
American Association of Petroleum Landmen
Calgary Petroleum Club

THE FEE.

Our fee for the Management and Direction of the Single Men's Hostels in Edmonton and Calgary $100,000.00

This fee includes the Salary of the new Hostel Manager in Edmonton, but not the manager in Calgary.

It includes the Research Programme described in your Objective 5.

Acceptance of our Proposal by the Department of Social Development will require that our Company will be given the option to continue the Management of both Hostels for a further minimum period of four years - the fee or other mutually agreeable charge to be negotiated annually.

It is expected that Mr. Pound and Mr. Dagg will remain at their respective locations until our new manager has become familiarized with their operations, we estimate this to be approximately thirty to sixty days. As mentioned earlier in our proposal we may wish to make a continuing arrangement with Mr. Dagg.

It is also a condition of our proposal that the current problem with Dr. Craig be resolved to our mutual satisfaction before a contract is signed.

We are prepared to discuss our proposal with the management group with a view to enlarging upon any vague or fine points which may have been expressed, and we are also prepared to consider inclusion of other aspects which they might feel we have omitted.

A PROPOSAL

for

OPERATION OF A SERVICE
FOR SINGLE TRANSIENT MEN IN EDMONTON AND CALGARY

IN RESPONSE TO

REQUEST FOR PROPOSAL #1 AND #2

A. Rubin
Urban House Company

September 10, 1970.

NTRODUCTION

At the outset of this presentation I would draw your attention to an action ecision that resulted from my initialreview of the material provided by the Department f Social Development. The review convinced me, that if the objectives desired by overnment were to be achieved, the implied new patterns of planning, organization rd alliances of private sector disciplines would have to be developed and tested n the preparation of the submission rather than inserted as a theoretical proposal o be implemented later in the proposed plan. As a consequence, I interviewed a number f social science and social agency people and selected a private company so that we ould test and assess the practical problems resulting from developing and implementing working relationship. This innovation has been a part of the planning stage to the oint of submission of this brief.

In the event a contract is awarded the prime contractor will be Urban House ompany (subsequently to be known as Urban Society Corporation? - Urban Management nd Social Relations Research Corporation ?, etc.). Urban House Company can be classifie s a representative unit of the private business sector. As managing director(?) am not unfamiliar with the operation of hostel services for transient men in the mmediate Edmonton area and throughout the Province as well.

Our submission, presented for your consideration, represents the joint thinking f a private sector businessman, A. Rubén- Urban House Company (see Appendix "A") nd a private social science practitioner ... Jackson N. Willis Consulting Limited see Appendix "B")

I am pleased to report that the cooperative planning undertaken to date has roceeded rather smoothly. It was preceded by an independent review of the objectives, uidelines to standards and the guidelines related to administrative financing and eneral provisions. Independent review of the O'Byrne Report and related aterials was also undertaken. A series of meetings were then held to compare our ndividual interpretations and conclusions. The report represents a synthesis of this ctivity. Succinctly stated, we were agreed that a thorough assessment of the total operation as it presently exists, that is, covering financial, personnel services, physical plant, etc. would be an essential first step to effective innovation, alteration r implementation of any kind. It is our conviction that if we are to build a cost ffective program and avoid waste, inefficiency and needless expense we would have to egin with a thorough understanding of the present situation and since our main objective ill be upgrading efficiency and continued improvement we conclude these could only be

chieved by an appreciation of the present level of services, personnel, etc. in elation to the resources that exist within the major urban centers. It is not our intent o let "physical plant" restrict the innovative aspects. For example, changes in lassification could mean a changed utilization of space, involvement of different ommunity or professional groups could require new or more flexibly designed space. Here gain, we felt time for assessment was essential to a realistic proposal.

Despite the foregoing, we recognize that a detailed analysis of present conditions ght reveal that sufficient savings or redeployment of resources could be effected such a way as to bring about desired goals. Despite this, a period of appraisal submit is the essential next step developed from the combined findings of private siness social science approach.

Recognizing the relative newness of the "Request for Proposal Method" we felt that reordering of "research" content could prove cost saving if implemented at an initial age ... particularly, if it combined the earlier referred to business management, social ience approach, geared to total service program and physical plant development. believe this step would permit an effective means of ongoing assessment and testing innovations in physical care, space allocated in relation to trial cost classification ans. It would allow for an appraisal to coordinate other professional and community rvices and offset duplication. It would impede or lessen their effectiveness in working thin the proposed program. We would define the research component as an extension our assessment, trial test or experimental implementation process. As stated later, (Appendix C) believe we can recruit appropriate personnel to carry this area out under direction d as well, develop a working liaison with appropriate university faculties. Ultimately, felt, that by reordering the research component to an initial stage, it would rmit a clearer definition of understanding of function and as well provide for alistic planning in relation to the available resources, prevailing community conditions d dollar expenditure where related to staffing physical plant, ~~extent~~ alterations, difications, etc.

From the foregoing, you will appreciate that an essential part of our submission staged approach. By such a staged, analysed system we believe it would be ssible to:

- avoid duplication of service
- avoid waste brought about by unreal planning that could arise from a premature transfer of existing service
- avoid limiting innovation to existing plant and conditions
- avoid hurried and unreal fiscal procedure
- permit a realistic appraisal of objectives and function in relation to real level

GENERAL PROVISIONS

1. Accommodation via established physical plant as per existing provincial standards with recommendations for retention - innovation to follow from the assessment period. During Phase I to implementation existing accommodation would be retained but modified experimentally to relate to the classification plan. The contractor is prepared to create additional accommodation and x space as required.

2. Meals - to existing standards as required, but with provision to experiment with hours ... we would further intend to provide a third meal on a trial basis in order to establish costs and allow for some assessment of the potential of the physical plant and basic services as supportive to intent and purpose of a classification plan (to identify the individual priority of needs, determine required services, determine employability and potential, etc.)

3. Classification - referred to in subsequent text.

4. Special Needs - Services
Viewed by the contractor as a priority aspect of the service program, but at the same time difficult to evaluate as per cost, qxx and quantitative factors at the point of beginning program implementation. We would request that the Department of Social Development continue current responsibility in this area xxxx through Phase I in order that the contribution of medical and other community resources be properly evaluated and to allow for realistic estimates of cost factors.

Our proposal as outlined above does not of necessity promote increased demand for hostel services ... it does however, suggest that an effective diagnostic and classification procedure could identify additional program needs and services to adequately provide for the existing population. The proposal as presented is in part based on the premise of aggressively seeking the involvement of the private agency and community sector thereby allowing for identifications of need areas beyond the intent and function of a hostel. xxxx There is further provision for the identification of the alcoholic and employable person and for assessment of the specialized program needs of each.

As stated earlier, a primary intent of the proposal is to retain the existing expertise of government personnel wherever possible and to test for implementation, the goals and objectives outlined in Justice O'Byrne's report.

PERSONNEL

It will be the intent of the contractor to move to implementation a comprehensive approach to evaluation of existing & physical plant and services in conjunction with program requirements as dictated by a classification - diagnostic structure.

The general program would be brought under the joint management and direction of Mr. A. Rubén as the primary contractor responsible for all aspects of physical and business management and Mr. J. N. Willis for social and professional service criteria. Additional staffing prior to & phasing to recommendations on personnel requirements subsequent to evaluation would be accomplished via sub-contracts with qualified private agencies and/or available governmental and university resources.

The contractor would specifically achieve the following objectives:

1. Deployment of an in-service trainingprogram
2. Utilization of existing private agency programs and resources via a sub-contract premise from the primary contractor in areas requiring specialized & physical plant and expert professional services. We would envision using the YMCA as per that agency's historical role with Youth, private family agencies for specialized family and personal counselling services, the Marion Center, Division of Alcholism, Local Boards of Health, police departments, Debtors Assistance Board, etc. In addition, and in every manner possible we would attempt innovative alignments with additional private services and the newly emerging indigenous human rights and self-help poverty groups.
3. Full utilization of available skills and resources through university departments. We would expect that the Departments of Sociology and Psychology would be immediately applicable as supplemental to assessment criteria ... that additional resources would be available through the Departments of Medicine, Law, Psychiatry. More specifically, we would tender immediate request to appropriate university departments inviting their involvement to assessment requirements and for manpower assistance through possible field training arrangements.
4. Prior ~~xxxxx~~consultation with a private psychological testing firm suggests availability of testing and vocational assessment resources as an ~~xxxx~~ integral unit within a program of diagnosis and classification.

5. We would tender an application to the School of Social Work, University of Alberta, Calgary to be considered for student training purposes. This could also establish some situational potential for possible long term recruiting needs.

Singular attention would be given to the deployment of skilled business and physical operational personnel to ensure full adherence to the best available methods of unit costing and adherence to standards.

The availability of Mr. J. N. Willis to the primary contractor permits immediate movement toward the stated social science objectives through a qualified senior social work practitioner - administrator.

Classification

Following the assessment phase we would anticipate a move to immediate implementation of a screening - diagnostic - assessment structure via predetermined intake procedures with available professional services as the supporting resource.

A basic assessment plan would include in addition:

1. Assessment to eligibility for service criteria
2. Assessment of employability and job capacity (utilization of psychological testing - vocational assessment in some appropriate amalgamation with the resources of the existing Federal employment agency. It is also envisioned that the special considerations affecting the employability of the transient man will require innovative approaches to employer education, follow up services, etc. Example: the newly arrived Indian person.
3. Identification of individual medical - psychiatric - family and referral aspects.
4. Separation as per physical care arrangement of the alcoholic, aged person, person under 25 years of age and persons with special personality and/or environmental problems.

The contractor would immediately establish and advisory board to serve in a dual advisory - appeal and grievance capacity. Suggested appointees would include a provincial government member, city official, physician, representative of indigenous poverty group, lawyer, minister and one or more persons using hostel facilities.

ADMINISTRATIVE GUIDELINES

Adoption of eligibility criteria for admission to and use of hostel facilities was previously referred to in the submission. Continued acceptance of referrals from the Department of Social Development and other government agencies would be retained as

a priority referral source. Suitable insurance would be maintained as would a set of house rules appropriate for a hostel facility.

It is appreciated that appropriate repayment of financial assistance provided persons in the process of resuming employment is a valid program requirement and the contractor is of the further opinion that provision of financial assistance should be closely integrated within the classification - assessment program as an integral unit of evaluation.

The contractor accepts the program reporting standards and requirements of the appropriate government departments and the particular requirements as per individual service records, monthly reports, financial operating statements and audited annual financial statements. The contractor would, however, evaluate and assess existing reporting procedures as per suitability to the population and program requirements and recommendations would follow from the assessment period.

FINANCIAL GUIDELINES

We recommend in Phase I basic plant and program assessment with current government support to continue on an interim basis prior to final recommendations from the contractor. Recommendations would entail specifics as per lease - purchase arrangements, stock purchase, plant alteration and all other pertinent aspects viewed as "financial" within the project. The contractor is of the position that in this manner firm and realistic recommendations can be forthcoming as opposed to the rather subjective projections that would be possible at this writing.

GENERAL GUIDELINES

Recommendations subsequent to assessment period to include lease - purchase or combination as per physical plant and equipment.

Research as previously suggested is basic to the recommended proposal with assumed responsibility for submission of a report prior to November of 1971.

The contractors are through a variety of former involvements in projects intimately familiar with the myriad of conditions and circumstances presented by the transient person and are committed to ongoing consultation with those served by the hostel via normal procedure and some ongoing committee or group structure arising from the classification plan.

STAGES OF PHASED SYSTEM

... will be divided into three main phases with related sub-parts that will allow analysis for those involved in program developments and for appropriate controls ... whether external or internal.

Recommended Phases:

1. November 1, 1970 - October 31, 1971
2. November 1, 1971 - October 31, 1972 (alternate to April, 1973)
3. November 1, 1972 (alternate April, 1973) - October 31, 1974

PHASE I - (1 year) November 1, 1970 - October 31, 1971 ... to consist of three parts

PART A November/70 - January 31, 1971

- assessment of presently existing facilities, services, personnel, etc.
- staff assessment and in-service trainingplan development
- beginning administrative modification (total operation)

PART B February 1/71 to September 30/71

- on-going assessment
- employment key social service personnel - begin research design ... recruitment key personnel ... stage to date
- implement community agency, private sector sub-contract
- experimental trials - testing/interview for diagnostic classification
- trial period - space allocation and community groups utilization based on trial classification results
- trial period - meals, number, hours, etc.
- coordination of community groups (public, I.E. government and non-government agency)
- involvement of allied professionals and beginning assessment - special needs

PART C Interim findings and report
Submission of recommendations to Phase II and related budget

During this time continued direct and detailed involvement of Messrs. Rubin and Willis would be assured, with additional personnel time purchased via Urban House Company if required. A well qualified, experienced M.S.W. (see Appendix "C") can a Psychiatric social worker

STAGES OF PHASED SYSTEM

... WILL BE DIVIDED INTO THREE MAIN PHASES WITH RELATED SUB

can be employed on a "time-required" basis for items related to research coordination, and design, staff intraining, direction of experiments to classification plan, etc. Cooperation of community agencies in this regard has been assured. Possible sub-contracts, e.g. experiments re: psychological testing has also been indicated.

PHASE II (1 year) November 1, 1971 - October 31, 1972 (alternate to April, 1973)

This stage will develop from the recommendations derived through the experimatal p Phase I and initially suggests ongoing assessment and research for refinement in all areas.

- Continued detailed direction and management from the contractor with tenure of basic personnel. Example: M.S.W. ensured through J.N.W. Consulting Ltd. thus guarenteeing stability of program and service development.

- Permanent job classification and definition will be defined and personnel recruited.

- Sub-contracts drawn where appropriate, with community and private individuals or groups.

- Coordination and provision of facility for public and private agency sector related to total rehabilitation program.

- Involvement and/or sub-contract with professional individuals, groups, hospitals or clinics. Example: medical, legal, police, etc. with further refinemnt and cost controls related to special needs area.

- Corresponding proposals on a full scale basis related to meals, numbers, hours, etc.

- Appropriate recommendations for building and/or alteration, modification, and additions related to findings of classification plan and space utilization.

- Administrative redesign and implementation.

- Proposals re: fiscal, physical plant purchase, lease, etc.

- Final recommendations and budget proposal appropriate to Phase III

PHASE III (2 years) November 1, 1972 (alternate April, 1973) - October 31, 1974

Submission of a two-year budget proposal to allow for subsequent three to five year budget planning, An operating period of the implementations from Phases I and II; an ongoing research design would be intended and included for assessment of original cost effectiveness intent in relation to the attempts to improve and upgrade service as per design. An appropriate point for government decision for continued private sector involvement or reversion to government administration.

SUMMARY & CONCLUSIONS

The foregoing submission is tendered as a "phased system" of planning and implementation. We submit that such a system will provide a realistic base for innovations to total program. Such a system permits an upgrading of service by utilization of existing personnel through in-service training and allows for maximum space utilization through a tested classification plan designed to rehabilitation. It will further allow realistic time units for recruitment of the necessary qualified professional personnel where and when indicated and provides through the contractor, for a core group of business and professional persons that will ensure tenure and stability of planning and programming.

The gradual recommendations on finances, equipment, building, etc. provides for greatest fiscal controls and audit checks and the system of grants or fees for service recommended related to an analyzed system of implementation provides for reasonable return geared to serviceproduct without permitting speculative profit return. The total submission we suggest leads to a firm analysis of cost effectiveness and to sound long term budget planning.

Respectfully submitted for your consideration,

AR:JMV:jam

APPENDIX "A" - A. Rubén, Biography

BIOGRAPHY - ABNER A. RUBIN

Age 46

Educated in Edmonton schools - completed in 1942

Military Service

R.C.A.F. - 1942 - 1945
Honorably discharged in 1945 with Navigator-Bombardier wings

Business Experience

Since 1945 owned and operated successfully Western Alberta Produce Ltd., an egg and poultry wholesale processing, distributing and exporting business

In 1970 sold the business as a going concern.

Also during the past number of years have been active in real estate management and development.

A. Rubin owns and operates Urban House and Colona Rooms for the past few years for the Department of Social Development. Also owns and operates other housing buildings in the central core of the city.

Past Memberships & Comunity Services

Past Director of Edmonton Talmud Torah

Past Chairman, Board of Governors Camp B'Nai B'rith

Past Co-ordinator & Business Manager Camp B'Nai B'rith

Past Western Canada Chairman, B. B. Youth Organization

Charter member of Kiwanis Oil Capital

Past Director of Alberta Curling Association

Past Northern Alberta Chairman of High School Curling Association

Past Chairman of Western Canada Produce Association Alberta Division

Represented Western Canada Produce Association at World's Poultry Convention at Kiev, Russia in 1967

Member of Dominion Lodge #117

Member of Capital City Lodge

Married - Five children - Ages 10 to 20

September 9, 1970.

APPENDIX "B"

BIOGRAPHY - JACKSON M. WILLIS

BIOGRAPHY - JACKSON N. WILLIS

- Born St. Boniface, Manitoba
- Varied employment history prior to entering social work.

MILITARY SERVICE

- Royal Winnipeg Rifles (Reserve) 1941-42 and three years overseas service - R.C.N.V.R.

EDUCATIONAL QUALIFICATIONS

- Bachelor of Arts Degree from United College, Manitoba
- Bachelor of Social Work Degree - University of Manitoba
- Masters Degree in Psychiatric Social Work - McGill University, Montreal

PROFESSIONAL EMPLOYMENT

- Department of Public Welfare - Manitoba - 1951-53
  (a) as caseworker
  (b) as District Supervisor
  (c) as Consultant on Professional Services

- Hennepin County Court Services - Minneapolis - 1953-57
  (a) Probation Officer
  (b) as Head of Domestic Relations Division
  (c) In charge of Research - Establishment of Domestic Relations Service - Hennepin County

- Executive Assistant to Director - Child Welfare in Ontario - 1957-58

- Temporary appointment as Associate Director of the Research Center on Crime and Delinquency at the Universityof Minnesota - 1963

- Chief of Services - Family Service Association of Edmonton - 1958 to 1970

- Consultant Services

  - Mr. Willis has served as consultant to a number of government and non-government services ... for two years he served as a consultant providing counselling and community services under special agreement:

  - with the Canadian Armed Forces Base (1965-67)
  - was employed as a consultant to the Indian Affairs Branch and Adult Education (1958)
  - initiated a five year counselling and research project related to Indian migration from rural to urban area and served as consultant to the project.

TEACHING APPOINTMENTS

- Supervisor for students from schools of social work at Minnesota and Ohio - 1953-57
- Instructor - Department of Preventive Medicine - University of Alberta - 1959-67
- Has had appointments as instructor to classes in psychology, nursing, physiotherapy and psychiatry.

CURRENT PROFESSIONAL ORGANIZATIONS AND BOARDS

Member - Canadian Association of Social Workers

PAST PROFESSIONAL ORGANIZATIONS AND BOARDS

- Member - National Board of Directors - Family Service Association of America, New York
- Member - National Committee - Family and Child Welfare Division - Canadian Welfare Council - Ottawa
- Member - National Committee on Personnel - Family Service Association of America - New Yor
- Member - National Committee on Public Relations - Family Service Association of America - New York
- Member - Western Regional Council - Family Service Association of America, San Francisco
- Member - Executive Committee - Family Service Association of America, Western Regional Committee - San Francisco
- Member - Scientific Planning Committee - Canadian Mental Health Association 1958-60
- Member - F.S.A.A. Management Seminar - Western Regional Council
- Executive Member - EducationCommittee - Minnesota Probation and Parole Association
- Member - Twin Cities Marriage Counselling Association 1953-57

PAST MEMBERSHIPS - COMMUNITY ORGANIZATIONS AND BOARDS

- Member - Board of Directors - Central Volunteer Bureau - 1959-63
- Member - Board of Directors - Jellinek Society - 1964-67
- Member - Board of Directors - Council of Community Services (Edmonton Social Planning Council) 1960-61
- Member - Board of Directors - John Howard Society - 1959
- Member and various executive positions - parent/teacher, home and school associations, etc. 1953-64

- Mr. Willis has been and is active in youth and athletic programs for the past 20 years.

PUBLIC MEDIA - CURRENT

- Mr. Willis is host of a daily hour long radio program "The Line is Yours" on CJCA Radio ... an open line phone-in program which deals with personal and social problems

  - the program is currently in its 8th season
  - received an award from the Family Service Association of America ... "First Place ... for Interpretation by Radio" ,.. "... in recognition of outstanding achievement in developing public understanding of Family Service and the needs of families ..." 1967
  - as a result of the program, Mr. Willis' name was placed in nomination for the Royal Bank of Canada Award for Humanitarian Achievement - 1969

PUBLIC MEDIA - PAST

- for two years with CBC-TV as host to program "Perspective" ... host and interviewer on political and social questions
- host of weekly teen show "Teen Talk" on CJCA Radio - a phone-in program - 1967
- numerous appearances on national and local radio and T.V.

PUBLIC OFFICE- CURRENT

Edmonton Public School Board Trustee - elected to second term - October, 1968

-Appointments:

. Deputy Chairman
. Chairman - Negotiations Committee
. Co-Chairman - Long Range Planning Committee
. Co-Chairman - Interpretations and Grievance Committee
. Co-Chairman - Conference Committee

MISCELLANEOUS - EDUCATIONAL/PUBLIC OFFICES - CURRENT

. Member - Advisory Committee - Distributive Technology Program - Northern Alberta Institute of Technology - (Department of Education)
. Member - Provincial Department of Education - Committee on Family Life Education
. Member - Alberta School Trustees Association
. Edmonton representative - Provincial Economic Council - Alberta School Trustees Association

MISCELLANEOUS - GENERAL/EDUCATIONAL/PUBLIC OFFICES - PAST

. Chairman - Education Committee - Edmonton Public School Board
. Two Terms - City of Edmonton Parks and Recreation Advisory Committee ... sat as special committee hearing briefs on the development of a Master Plan for Parks and Recreation - 1966-68
. One term - City of Edmonton Board of Health - 1966-67
. Board Member - M.E.E.T.A. (Metropolitan Edmonton Education Television Assoc.)
. Conducted seminars for public welfare workers in the Province of Alberta, for various professionals - lawyers, doctors, clergy, nurses, etc. and in the United States conducted a seminar with clergy/psychiatrists/social workers under the auspices of the Institute of Mental Health.

PUBLICATIONS

Mr. Willis has published professional articles - among them:

1. The Social Worker - "Casework Theory and Community Improvement"
2. Research Paper on Family Court - Hennepin County Court
3. Preparation of a Family Law Brief
4. AGAPE-EROS-PHILIA - and Training for the Profession of Social Work" - National Institute of Mental Health - US.A.
5. A Social Criticism "Self Help Yesterday and Today" ... with specific reference to the Cooperative movement in Saskatchewan
6. An Enquiry: Some Reflections and Considerations relative to the Establishment of a School of Social Work in Alberta
7. Paper on "What is Moral Today" - "What Could it Be?" ... distributed by the Unitarian Church
8. A preliminary Appraisal - A Confidential Report on the Need for a Family Service Unit and the Role of the Yukon Social Service Society

9. Presented a paper on "Usury" to National Credit Grantors Association Meeting - 1967

10. Wrote a weekly family life education column for the "Edmontonian"

11. Mr. Willis has written numerous papers on public welfare, family courts, family services, consultant reports, etc.

Mr. Willis is married and the father of 6 children ranging in age from 10 to 22.

September/70
JNW:jam

APPENDIX "C"

BIOGRAPHY - WILLIAM A. FLETCHER

BIOGRAPHY - WILLIAM A. FLETCHER

. Born April 1, 1940 - Alberta

EDUCATIONAL QUALIFICATIONS

. Bachelor of Arts Degree from University of Idaho, Moscow, Idaho - 1962
. Professional Certificate in Social Work, Florida State University, - 1963
. Masters Degree in Social Work from Florida State University - 1964

PROFESSIONAL EMPLOYMENT

. MR. Fletcher served in the Juvenile & Domestic Relations Court of Hillsborough County - Tampa, Florida, Florida School for Boys, Marianna, Florida, Research Assistantship - Florida State University.

. Currently Senior Associate in Charge of Community Services, Family Service Association of Edmonton.

[Mr. Fletcher was appointed a family counsellor in June, 1964, advancing to a senior position in that service. He was then appointed to head the Research and Projects development of that agency and, he was Director of a project jointly undertaken by the Family Service Association of Edmonton and the Department of Indian Affairs and Northern Resources and whose aim was to assess and establish services for Indian people moving from the reserve to the city. This project subsequently received the Margaret E. Rich Award for social action. He also directed a project for matching fatherless boys with suitable adult male figures in cooperation with a service club (The Canadian Progress Club of Edmonton). He was the Edmonton representative in charge of a Time Cost Analysis Study undertaken in cooperation with the Family Service Association of America. In 1968/69 in conjunction with others of his associates he aided in the development of a Family Counselling Center in Stettler. This responsibility culminated in his appointment as Senior Associate in Charge of Community Counselling]

CURRENT MEMBERSHIPS IN PROFESSIONAL ORGANIZATIONS

. Canadian Association of Social Workers
. Alberta Association of Social Workers
. Indian-Eskimo Association of Canada

PAST MEMBERSHIPS

. National Association of Social Workers

COMMUNITY - COMMITTEE AFFILIATIONS

. Original Chairman - Indian-Eskimo Association of Alberta
. Alberta Delegate - Canadian Conferenceon Children and Youth
. Chairman - Committee to evaluate the needs of single-parent families - Edmonton Social Planning Council
. Committee on Juvenile Offenders - Edmonton Social Planning Council
. Committee on Indian Services - Edmonton Social Planning Council
. Committee on Honor Courts - Edmonton Social Planning Council
. Alberta Committee on Youth and the Family
. Parameters of Family Practise - University of Alberta

BRIEFS, PUBLICATIONS, RESEARCH

. A Study of Adoption
. Fact Sheet on Drugs
. Attitudes Toward Authority Figures - Probationers in a Juvenile Court
. Fort Chipewyan - A Summary Community Study
. The Indian and the City
. Indian Relocation Programs - Canada Manpower & Department of Indian Affairs
. Radio as a Medium in Crisis Intervention & Family Life Education
. Annual Reports to Department of Indian Affairs 1964-68 ... used as training materials for community development officers.
. Uncles at Large - Department of Youth
. Time & Cost Analysis in a Family Service Agency

TRAINING APPOINTMENTS

. Staff Group - Edmonton-Hobbema District Office - Department of Indian Affairs - :Beginning Counselling Skills"
. Psychiatric Residents - Royal Alexandra Hospital
. Canadian Progress Club - volunteer training
. Public Health Nurses - University of Alberta

Mr. Fletcher is married and the father of three boys.

September/70
WAF:jam

APPENDIX "D"

BUDGET - PHASE I

- PHASE II - Suggested Extensions

BUDGET

In keeping with the content of our submission the budget submission focuses on Phase I - year November 1, 1970 to October 31, 1971. That budget is as follows:

See following schedules

The detailed budget submissions for Phases II and III again, consistent with our submission would be developed in detail for the closing month of each operating year and submitted for consideration.

The controls offered through this system of budgeting are such that the existing budget will be gradually extended in relation to innovations but will include kxxxxxxxxxxxx those items as included in the initial submission.

OPERATING BUDGET

(based on an average of 500 men per day)

SINGLE MEN'S HOSTEL - EDMONTON

November 1, 1970 to October 31, 1971

	1969-70 ACTUAL COSTS	1970-71 PROPOSED COSTS
VARIABLE:		
Social development (provision of services)	$358,768.80	$400,000.00
Additional services of:		
Third meal (see proposal)	-0-	75,000.00
Professional fees (legal and accounting)		10,000.00
TOTAL SOCIAL DEVELOPMENT COSTS		485,000.00
Public works: (maintenance and supplies)	$ 95,650.73	95,000.00
Research and development of objective 5 of R.F.P. No. 1		15,000.00
Expansion program to be developed and implemented by Urban House Company (as per proposal)		150,000.00
TOTAL VARIABLE COSTS		745,000.00
FIXED:		
Fee for co-ordinating, developing and maintaining proposal		50,000.00
TOTAL BUDGET		$795,000.00

See notes to operating budget.

NOTES TO OPERATING BUDGET

SINGLE MEN'S HOSTEL - EDMONTON

November 1, 1970 to October 31, 1971

NOTE 1 - The variable expenses represent a cost reimbursement of expenses based on an average occupancy of 500 men per day. Should this level increase or decrease the budget would be adjusted on a proportionate basis.

If the actual costs are either in excess of or less than the budgeted figures, as adjusted for the average level of occuping of men, a bonus to the contractor will be paid or a penalty imposed. This bonus or penalty will be computed at 10% of the excess or deficiency of actual costs over adjusted budget.

NOTE 2 - Payments will be released on a mutually agreed interim basis, with adjustments to be made periodically.

OPERATING BUDGET

(based on an average of 200 men per day)

SINGLE MEN'S HOSTEL - CALGARY

November 1, 1970 to October 31, 1971

	1969-70 ACTUAL COST	1970-71 PROPOSED COST
VARIABLE:		
Social development (provision for services)	$144,559.22	$190,000.00
Public works (maintenance and supplies)	66,400.70	65,000.00
Additional service for professional fees (legal and accounting)		7,500.00
Research and development of objective 5 of R.F.P. No. 2		10,000.00
Expansion program to be developed and implemented by Urban House Company (as per proposal)		50,000.00
	TOTAL VARIABLE COSTS	322,500.00
FIXED:		
Fee for co-ordinating, developing and maintaining proposal		25,000.00
	TOTAL BUDGET	$347,500.00

See notes to operating budget

NOTES TO OPERATING BUDGET

SINGLE MEN'S HOSTEL - CALGARY

November 1, 1970 to October 31, 1971

NOTE 1 - The variable expenses represent a cost reimbursement of expenses based on an average occupancy of 200 men per day. Should this level increase or decrease the budget would be adjusted on a proportionate basis.

If the actual costs are either in excess of or less than the budgeted figures, as adjusted for the average level of occupancy of men, a bonus to the contractor will be paid or a penalty imposed. This bonus or penalty will be computed at 10% of the excess or deficiency of actual costs over adjusted budget.

NOTE 2 - Payments will be released on a mutually agreed interim basis, with adjustments to be made periodically.

Simcoe & Erie General Insurance Company

HEAD OFFICE - HAMILTON, ONTARIO

No. S 6185

BID BOND

KNOW ALL MEN BY THESE PRESENTS THAT
A.A.D. RUBIN O/A URBAN HOUSE COMPANY

as Principal,

hereinafter called the Principal, and SIMCOE & ERIE GENERAL INSURANCE COMPANY

as Surety,

hereinafter called the Surety, are held and firmly bound unto

DEPARTMENT OF SOCIAL DEVELOPMENT, PROVINCE OF ALBERTA

as Obligee,

hereinafter called the Obligee, in the amount of 10% of Tender not to exceed
ONE HUNDRED AND FIFTEEN THOUSAND.....xx/100

Dollars

($ 115,000.00 lawful money of Canada, for the payment of which sum, well and truly to be made, the Principal and the Surety bind themselves, their heirs, executors, administrators, successors and assigns, jointly and severally, firmly by these presents.

WHEREAS, the Principal has submitted a written tender to the Obligee, dated the 10th day of September 19 70, for Operation of a Service for

Single Transient Men at Edmonton & Calgary.

NOW, THEREFORE, THE CONDITION OF THIS OBLIGATION is such that if the aforesaid Principal shall have the tender accepted within sixty (60) days from the closing date of tender and the said Principal will, within the time required, enter into a formal contract and give a good and sufficient bond to secure the performance of the terms and conditions of the contract, then this obligation shall be null and void; otherwise the Principal and Surety will pay unto the Obligee the difference in money between the amount of the bid of the said Principal and the amount for which the Obligee legally contracts with another party to perform the work if the latter amount be in excess of the former.

The Surety shall not be liable for a greater sum than the specified penalty of this Bond.

Any suit under this Bond must be instituted before the expiration of six months from the date of this Bond.

IN TESTIMONY WHEREOF, the Principal has hereto set its hand and affixed its seal, and the Surety has caused these presents to be sealed with its corporate seal duly attested by the signature of its Attorney-in-fact,

this 10th day of September 19 70

.....
Principal

SIMCOE & ERIE GENERAL INSURANCE COMPANY

M. L. Charter *Attorney*

FORM APPROVED BY CANADIAN CONSTRUCTION ASSOCIATION
(C.C.A.) MARCH 62
500-5-67 IFC

AGREEMENT made the 8th. day of June, A.D. 1970.

BETWEEN:

HER MAJESTY THE QUEEN IN RIGHT OF THE PROVINCE OF ALBERTA, as represented herein by the Minister of Social Development (hereinafter called 'the Minister')

OF THE FIRST PART

- and -

M. & M. SYSTEMS RESEARCH LTD. (hereinafter called 'M. & M. Systems')

OF THE SECOND PART

WHEREAS the Minister operates a hostel in the City of Calgary and the City of Edmonton for the provision of services to single transient men;

AND WHEREAS the parties hereto are desirous of entering into an Agreement whereby M. & M. Systems shall prepare and administer a Request for Proposals concerning the operation of a hostel for single transient men in the City of Calgary and the City of Edmonton.

NOW THEREFORE THIS AGREEMENT WITNESSES that in consideration of the premises and of the mutual covenants and agreements herein contained, the parties hereto agree as follows:

1. M. & M. Systems Agrees:

   (a) to prepare a Request for Proposals concerning the operation of a hostel for single transient men in the City of Calgary and the City of Edmonton and to administer the Request for Proposals for the said hostels.

2. The Minister and M. & M. Systems Agree:

   (a) that the attached Schedule A entitled "Authorizations Required to Meet Expenses of Administering RFP's" is to form part of this Agreement.

   (b) that in consideration for the above services performed by M. & M. Systems, the Minister agrees to pay to M. & M. Systems a sum not to exceed $12,000.00 upon completion of the said services and upon submission to the Minister of a detailed invoice for the services provided.

IN WITNESS WHEREOF the Minister has affixed his signature hereto and M. & M. Systems has hereto affixed its seal duly attested by its proper officers in that behalf, the day and year first above written.

SIGNED, SEALED AND DELIVERED by the parties hereto in the presence of:

Raymond Speaker
MINISTER OF SOCIAL DEVELOPMENT

M. & M. SYSTEMS RESEARCH LTD.

Per: Preston Manning
E. Preston Manning

SCHEDULE A

Authorizations Required to Meet Expenses of Administering RFP's

1. Authorization required for payment of administrative expenses at rate of

   (a) $200.00 per man day plus out-of-pocket expenses, M. & M. Systems Research Limited (principal management consultants).

   (b) $50.00 to $100.00 per day plus out-of-pocket expenses, to be paid to third member of management team (Edmonton).

   (c) $50.00 to $100.00 per day plus out-of-pocket expenses, to be paid to third member of management team (Calgary).

   (d) Out-of-pocket expenses to be paid at a rate comparable to that allowed for persons occupying civil service positions of grade 29 or over.

2. Authorization required for

   (a) Payment of advertising expenses for RFP (not more than $168.00).

   (b) Use of Government facilities (meeting rooms, etc.), and secretarial services where necessary.

208 - 10355 JASPER AVENUE EDMONTON 15, ALBERTA TELEPHONE 424-0827 AREA CODE 403

M. & M. SYSTEMS RESEARCH LTD.
SOCIO ECONOMIC AND GOVERNMENTAL SYSTEMS ANALYSTS

HON. ERNEST C. MANNING, P.C. - PRESIDENT E. PRESTON MANNING - GENERAL MANAGER

November 6th, 1970.

The Honourable Raymond A. Speaker,
Minister of Social Development,
Government of the Province of Alberta,
Room 322,
Legislative Building,
Edmonton 6, Alberta.

Dear Mr. Speaker:

The following is a statement of the fees and expenses of the Management Group established to administer RFP's Nos. 1 and 2.

M. & M. Systems Research Ltd.

Fees: (49 man days at $200.00 per man day:		$9,800.00	
Expenses:			
Travel (15 return airbus trips to Calgary plus misc. travel expenses:	$505.50		
Long Distance phone calls:	107.65		
Postage and Delivery service:	64.35		
Copying:	97.44		
Copies (200) of explanatory literature on RFP concept:	168.00		
New hostel sign:	134.40		
Miscellaneous:	20.00		
		$1,097.34	
			$10,897.34
J. W. Bateman, Management Group member for Edmonton. Compensation (for 3.31 man days at $100.00 per man day):			331.00
Roy Wilson, Management Group member for Calgary. Mr. Wilson declines to accept compensation for his participation (13 man days):			000.00
TOTAL:			$11,228.34

Monies due to Mr. Batemen should be paid to him directly. A bill from M. & M. Systems Research Ltd. for services rendered, plus out-of-pocket expenses is attached, along with a detailed work statement.

It should be noted that the total shown above does not represent the actual total cost of administering RFP's Nos. 1 and 2. The above total does not include compensation for one member of the Management Group whose services were donated, nor does it include the cost of services rendered by Mr. J. J. Watkins of your Department, or other Civil Servants and Government Agencies. When we summarize our research notes on this initial experiment with the RFP process, we shall endeavour to estimate the true cost involved as a guide to future action.

With reference to the monitoring of the Calgary Hostel program, and the re-organization of the Edmonton Hostel program, you requested some time ago that I continue to be involved in these activities for the sake of continuity, until they are well under way. If this is still your desire, may I suggest an arrangement with M. & M. Systems Research Ltd. whereby I shall be available for up to five man days per month for the months of November, December, January, and February, at a rate of $200.00 per man day, plus out-of-pocket expenses.

On behalf of myself and the other members of the Management Group may I express our sincerest thanks for the opportunity of working with you on this first major project involving the use of the RFP process to achieve social goals.

Yours sincerely,

Preston Manning.

Enclosures

208 10355 JASPER AVENUE EDMONTON 15, ALBERTA TELEPHONE 424-0827 AREA CODE 403

M. & M. SYSTEMS RESEARCH LTD.
SOCIO-ECONOMIC AND GOVERNMENTAL SYSTEMS ANALYSTS

HON. ERNEST C. MANNING, P.C. - PRESIDENT E. PRESTON MANNING - GENERAL MANAGER

November 6th, 1970.

Department of Social Development,
Province of Alberta.

in account with

M. & M. Systems Research Ltd.,
208 Confederation Building,
10355 - Jasper Avenue,
Edmonton, Alberta.

For: Services rendered plus out of pocket expenses re Management of Request for Proposals for Single Men's Hostels in Edmonton and Calgary ----------$10,897.34

M. & M. Systems Research Ltd.
for
The Dept. of Social Development
Government of Alberta

Management of "Requests for Proposals" Nos. 1 and 2, Concerning the Operation of Hostels for Single Transient Men at Edmonton and Calgary

WORK STATEMENT

Date	Description of Activity	Time (Man Hours)
June 2/1970	Consultation with Department re objectives and guidelines of RFP.	4
June 3/1970	Further consultation with Department re objectives and guidelines.	4
June 5/1970	Summation of consultations and drafting of revised RFP.	2
June 8/1970	Information gathering tour of Edmonton Hostel and related facilities.	2
June 9/1970	Travelled to Calgary for information gathering tour of Calgary Hostel.	6
June 9/1970	Summation of information gathered from tours.	3
June 11/1970	Further revision of requests for proposals.	6
June 12/1970	First Management Group meeting (Calgary): orientation and planning.	8
June 15/1970	Review of latest drafts. Meetings with Department officials to discuss administrative and supervisory implications.	4
June 16/1970	Arrangements for advertisements and Press Conference. Meeting (briefing) with J. Bateman.	4
June 18/1970	Preliminary contacting of prospective respondents, A.G. Dept. and Audit.	2
June 22/1970	Meeting with Audit (Huckvale). Planning for next Management Group meeting.	2
June 25/1970	Management Group meeting to plan orientation meetings. Meeting with A.G. Dept. Additions to RFP.	5
June 26/1970	Orientation meeting for respondents to RFP No. 1.	3

Date	Description of Activity	Time (Man Hours)
July 28/1970	Progress meeting with Calgary respondents. Meetings with the Social Service Department of the City of Calgary, the Calgary City Police, the Calgary Board of Health, and the Calgary Regional Offices of the Department of Social Development.	8
July 29/1970	Progress meeting for Edmonton respondents (No one attended). Meeting with the Minister to review developments.	2
August 1/1970	Answering correspondence and up-dating research notes.	4
August 6/1970	Coordination meetings. Further work on correspondence and notes.	4
August 10/1970	Meeting with D.P.W. Meeting with Mr. Rodnocon from the Hostel.	3
August 11/1970	Management Group meeting. Meeting with the Edmonton Chamber of Commerce to encourage more responses.	4
August 13/1970	Meeting with Division of Alcoholism. Inspection of Edmonton Hostel Building with D.P.W. Meeting with Social Workers at Edmonton Hostel. Further up-dating of research notes and coordination contacts. Meeting with the Cooperative Club.	9
August 17/1970	Meeting with the Edmonton Day Centre.	2
August 18/1970	Coordination meeting with Federal Government representatives in Edmonton, and follow-up.	2
August 19/1970	Meeting with the Y.M.C.A. Meeting with the Department solicitor. Preparation of letters to Federal Government representatives in Calgary.	4
August 20/1970	All day meeting with Calgary respondents (at Premier's office in Calgary).	8

Date	Description of Activity	Time (Man Hours)
August 24/1970	Further meetings with Calgary respondents in Calgary. Meetings with representatives of the Federal Government in Calgary.	4
August 25/1970	Meeting with the Bissell Centre. Preparation for Press Conference.	2
August 26/1970	Press Conference in Edmonton.	1
August 28/1970	Meetings with Edmonton Day Centre and Scandinavian Management Services. Up-dating of notes.	2
August 31/1970	Up-dating of notes on coordination meetings and meetings with respondents. Preparation of additional memos to respondents.	8
September 1/1970	Meetings with the Salvation Army and Canada Catering.	2
September 11/1970	Planning of evaluation process. Further coordination contacts. Meeting with Social Planning Council (Edmonton). Preparation of letters of acknowledgement of receipt of proposals. Distribution of proposals received to Management Group.	6
September 12/1970	Initial reading and assessment of proposals received (12 proposals, over 200 pages).	8
September 14/1970	Initial Management Group meeting to assess proposals received. Summarizing of initial reaction.	7
September 15/1970	Meetings with the Edmonton United Appeal, and the HOW organization.	4
September 16/1970	Preparation for meetings with Calgary respondents re their proposals. Meetings with the Minister, HOW organization, and Social Planning Council.	4
September 17/1970	Meetings with all Calgary respondents to hear further representations and to pose questions re their proposals.	8

Date	Description of Activity	Time (Man Hours)
September 18/1970	Meetings with all Edmonton respondents re their proposals	8
September 11-18	Point by point comparison of each proposal with the request for proposals, and summarization of deficiencies and cost comparisons. (This analysis done by D. L. Robinson, of M. & M.).	40
September 21/1970	Meeting between transients and Edmonton respondents to hear oral presentations.	4
September 22/1970	Meetings with Strafford and Associates and Salvation Army. Meeting between transients and Calgary respondents to hear oral presentations.	7
September 23/1970	Management Group meeting in Calgary to further evaluate Calgary proposals.	4
September 24/1970	Further meeting to evaluate proposals in Edmonton. Meeting with Dr. Ball of Edmonton Board of Health.	2
September 25/1970	Preparation for meeting with the Minister. Meeting with the Minister and follow-up.	3
September 28/1970	Further consideration of two best Calgary proposals. Drafting of letters of recommendation to the Minister.	4
September 29/1970	Review of recommendations with the Minister.	2
September 30/1970	Preparation of letters to the respondents announcing the recommendations of the Management Group. Preparation of final memo.	6
October 1/1970	Meeting of Management Group to prepare final recommendations concerning the Edmonton situation (re-organization by the Department). Meeting with Department officials to discuss re-organization. Preparation of Press Releases.	6

Date	Description of Activity	Time (Man Hours)
October 2/1970	Answering correspondence (Dissident groups). Press Conference. Distribution of Persona Care Proposal to key officials.	4
October 5/1970	Meeting with Department officials re re-organization of Edmonton Hostel. Meeting with the Minister re Edmonton re-organization.	3
October 8/1970	Meeting with D.P.W. and A.G. Dept. re Calgary agreements.	3
October 9/1970	Meeting with Casselman to discuss classification of Public Assistance cases. Meeting with Manager and Social Workers of Edmonton Hostel to discuss classification.	3
October 14/1970	Up-dating of research notes and files.	3
October 15/1970	Meetings re negotiation of agreements with Persona Care. Meetings with Morin of the Budget Bureau, Schell of Audit, McLean and Cormack of A.G.'s Dept. Meeting with the Minister.	7
October 16/1970	First round of negotiations with Persona Care at Calgary.	7
October 19/1970	Comparison of agreement drawn up by Persona Care with agreement drawn up by A.G. Dept.	4
October 20/1970	Meeting with A.G. Dept. Synthesis of agreement prepared by Persona Care and agreement prepared by A.G. Dept.	6
October 21/1970	Meeting with D.P.W. re Lease Agreement. Up-dating of Persona Care proposal and RFP in light of negotiations.	4
October 22/1970	Preparation for next round of negotiations.	4
October 23/1970	Further negotiations with Persona Care in Calgary.	7
October 24/1970	Rewriting of agreement in the light of negotiations.	3

Date	Description of Activity	Time (Man Hours)
October 26/1970	Final revision of service and lease agreements. Final check with A.G. Dept. and D.P.W. Preparation of summary for the Minister.	3
October 27/1970	Review of agreement with the Minister. Meeting re re-organization of Edmonton Hostel. Initiation of inventory check re Calgary Hostel.	4
October 28/1970	Final revision of Persona Care proposal and RFP in the light of negotiations and final agreement. Rechecking of lease and service agreements. Preparation of Press Releases. Preparation for signing ceremony.	6
October 29/1970	Final preparation of documents for signing.	4
October 30/1970	Signing ceremony in Calgary. Completion of arrangements with Persona Care.	4
November 4/1970	Up-dating of research notes and records.	8
November 5/1970	Final check on Persona Care bonding and insurance. Definition of duties of monitor. Completion of correspondence and final memo.	7
		392

Note: The above Work Statement refers only to time spent on the project by M. & M. Principal Consultants (in particular, Mr. P. Manning).

RFP Time Record - Jim Bateman

Date	Time	No. of Hours
June 16	9:00 a.m. to ?	3 (?)
June 25	9:00 a.m. to ?	3 (?)
August 11	9:00 a.m. to 11:00 a.m.	3
September 14	1:00 p.m. to 3:00 p.m.	2
September 18	9:00 a.m. to 12:00 noon 1:00 p.m. to 5:00 p.m.	7
September 21	6:30 p.m. to 10:00 p.m.	3.5
September 22	9:15 p.m. to 11:15 p.m.	2
September 24	10:00 a.m. to 11:00 a.m.	1
TOTAL		26.5 hours

TIME - EXPENSE RECORD
RFP MANAGEMENT GROUP
DEPARTMENT OF SOCIAL DEVELOPMENT
SINGLE MENS HOSTEL - CALGARY

DESCRIPTION		AMOUNT	HOURS
June 9th - 7:40 A.M. to 12 noon Met with Mr. Preston Manning and Mr. Jack Webkins and discussed the R.F.P. for the Single Mens Hostel			4
June 12th - 8 A.M. to 2 P.M., plus travel time Trip to Edmonton to further discuss the R.F.P. kit	PWA	32.00	8
June 15th - Interviewed W. D. MacDonald and others re: Hostel R.F.P.			2
June 18th - Interviewed Merit Chisholm re: Hostel R.F.P.			2
June 19th - Called majority of protential respondents on the telephone.			3
June 22nd - Reviewed number of kits picked up with Mr. Dagg. Followed up with telephone additional prospective respondents.			2
June 24th - Interviewed Mr. Jack King, Persona Care Services. re: Hostel R.F.P.			2
June 25th - 8 A.M. to 2 P.M., plus travel time Additional reviewing of the R.F.P. program in Edmonton.	PWA	32.00	8
June 26th - Answered several questions from respondents.			1½
June 29th - 7:40 A.M. to 12 noon Meeting with other committee members, respondents, and Hostel residents in the J.J. Bowlen Building.			4
SUB TOTAL		64.00	36½

In Account with:

Name: Mr. Roy G. Wilson

Address: 122 - 16th Avenue N.E., Calgary 61

Signature: _____

Signature of Chairman: _____

TIME - EXPENSE RECORD
RFP MANAGEMENT GROUP
DEPARTMENT OF SOCIAL DEVELOPMENT

ITEM		AMOUNT	ESTIMATED HOURS
Fwd.		64.00	36½
July 5th - Chaired meeting between respondents and hostel residents			3
July 6th - Reported to Chairman of Management Team and 1 local call			½
July 7th - Long distance to Edmonton plus several local calls			2
July 9th - Local calls			½
July 10th - Long distance to Edmonton plus one local call			1
July 24th - Telephoning all respondents			3
July 27th - Interviewing respondents			1½
Aug. 11th - Trip to Edmonton	PWA	32.00	6
Aug. 12th - Telephoning			1
Aug. 13th - Telephoning and interviewing respondents			5
Sept. 8th - Interviewing respondents and telephone calls			3
Sept. 11th - Telephoning respondents and interviewing			3
Sept. 14th - Telephoning respondents and interviews			5
Sept. 15th - Telephoning respondents and interviews			1
Sept. 22nd - Meetings and negotiations			8
Sept. 23rd - Meetings and negotiations			3½
Sept. 28th - Meetings and negotiations			2
Oct. 17th - Meetings and negotiations			8
SUB TOTAL		96.00	93½

Account with:

Name: Mr. Roy G. Wilson

Address: 122 - 16th Avenue N.E., Calgary 61

Signature: [signature]

Signature of Chairman: _____

TIME - EXPENSE RECORD
REP MANAGEMENT GROUP
DEPARTMENT OF SOCIAL DEVELOPMENT

DESCRIPTION		AMOUNT	ESTIMATED HOURS
	Fwd.	$96.00	93½
Oct. 27th - Meeting and negotiations			2
Oct. 28th - Meeting and negotiations			3
Oct. 29th - Meeting with Hostel residents			2
Oct. 30th - Signing Ceremonies			4
	(Receipts attached)	PWA $96.00	104½

In Account with:

Name: Mr. Roy G. Wilson

Address: 122 - 16th Avenue N.E., Calgary 61

Signature: [signature]

Signature of Chairman: _____

Department of Social Development
EXECUTIVE BUILDING • JASPER AVE & 109 ST • EDMONTON 14, ALBERTA

January 20, 1971

Mr. W. E. Preston Manning,
General Manager,
M & M Systems Research Ltd.,
208, 10355 Jasper Avenue,
Edmonton 15, Alberta.

Dear Mr. Manning:

Re: Request for Proposals Agreement

We enclose, herewith, our cheque in the amount of $11,228.34, in accordance with your agreement, signed with the Minister of Social Development, for the development of Request for Proposals for the Edmonton and Calgary hostels for transient men.

Included in this cheque is the amount of $331.00, which you had originally requested be sent to Mr. J. W. Bateman, but which we later arranged would be included in this payment.

We trust that the procedure we have followed is satisfactory to you.

Yours truly,

M. D. MacGILLIVRAY,
Director of Administration.

January 22nd, 1971.

Mr. M. D. MacGillivray,
Director of Administration,
Department of Social Development,
Executive Building,
Jasper Avenue and 109th Street,
Edmonton 14, Alberta.

Dear Mr. MacGillivray:

This is to acknowledge receipt of the Department's cheque in the amount of $11,228.34 for services rendered in connection with the management of the Minister's Request for Proposals for the Edmonton and Calgary Single Men's Hostels.

Our cheque in the amount of $331.00 has been forwarded to Mr. J. W. Bateman, in payment for his services on the Edmonton Management Group.

We have sincerely appreciated the opportunity to work with the Department on this experimental project, and trust that the final results will be satisfactory to everyone involved.

Yours sincerely,

P.M.

Preston Manning

January 22nd, 1971.

Mr. J. W. Bateman,
8908 - 99th Street,
Edmonton, Alberta.

Dear Jim:

We have just received funds from the Department of Social Development for payment of the expenses incurred in managing Requests for Proposals Nos. 1 and 2. Please find enclosed:

1. A cheque payable to Mr. J. W. Bateman, in the amount of $331.00, for services rendered as a member of the Edmonton Management Group. This figure was calculated on the basis of the time sheet accompanying your letter of October 23rd, 1970 showing 26.5 man hours or 3.31 man days committed to the project.

2. A cheque payable to Giuseppi's Pizza Ltd. in the amount of $17.00 as per the instructions contained in your letter of November 30th, 1970. This cheque represents a refund on the expenses of your return flight from Calgary by airbus on the day that RFP No. 2 was signed.

Once again, I want to thank you for your participation in the RFP exercise.

Yours sincerely,

P.M.

Preston Manning

January 22nd, 1971.

Mr. Roy G. Wilson,
122 - 16th Avenue, N.E.,
Calgary 61, Alberta.

Dear Roy:

We have just received funds from the Department of Social Development for payment of the fees and expenses involved in managing Request for Proposals Nos. 1 and 2.

Your willingness to serve on the Calgary Management Group without remuneration has been duly noted and recorded. On behalf of the Minister and myself I want to sincerely thank you again for the time and energy which you have given so unselfishly to this project.

Please find enclosed a cheque for $96.00 in payment of your travelling expenses as shown on your "time expense record".

With best regards,

Yours sincerely,

P.M.

Preston Manning

AGREEMENT made the 1st day of December, A.D. 1970.

BETWEEN:

HER MAJESTY THE QUEEN IN RIGHT OF THE PROVINCE OF ALBERTA, as represented herein by the Minister of Social Development (hereinafter called "the Minister")

OF THE FIRST PART

- and -

M. & M. SYSTEMS RESEARCH LTD. (hereinafter called "M. & M. Systems")

OF THE SECOND PART

WHEREAS the Minister has entered into an Agreement dated the 30th day of October, A.D. 1970, with Persona Care Ltd. whereby Persona Care Ltd. would perform services for the hostel operated in the City of Calgary for the provision of services to single transient men by the Minister;

AND WHEREAS the parties hereto are desirous of entering into an Agreement whereby M. & M. Systems shall assist the Department of Social Development to monitor the services being provided by Persona Care Ltd. in accordance with the said Agreement dated the 30th day of October, A.D. 1970.

NOW THEREFORE THIS AGREEMENT WITNESSES that in consideration of the premises and of the mutual covenants and agreements herein contained, the parties hereto agree as follows:

1. that as requested by the Minister M. & M. Systems agrees to assist the Department of Social Development to monitor the services provided by Persona Care Ltd. for the hostel operated in the City of Calgary for single transient men.

2. that in consideration for the above services performed at the request of the Minister by M. & M. Systems the Minister agrees to pay to M. & M. Systems a sum calculated at the rate of $200.00 per man day plus out-of-pocket expenses upon submission to the Minister by M. & M. Systems of a monthly account for the services provided by M. & M. Systems.

3. that this Agreement is to be in effect for a period of one year from the day and year first above written.

IN WITNESS WHEREOF the Minister has affixed his signature hereto and M. & M. Systems has hereto affixed its seal duly attested by its proper officers in that behalf, the day and year first above written.

SIGNED, SEALED AND DELIVERED by the parties hereto in the presence of:

Raymond C. Speaker
MINISTER OF SOCIAL DEVELOPMENT

M. & M. SYSTEMS RESEARCH LTD.

Per: Preston Manning
E. Preston Manning

An AGREEMENT made the 30th day of October, A.D. 1970

BETWEEN:

HER MAJESTY THE QUEEN IN RIGHT OF THE PROVINCE OF ALBERTA, as represented herein by The Minister of Social Development (hereinafter called "the Minister")

OF THE FIRST PART

- and -

PERSONA CARE LTD. (hereinafter called "Persona Care")

OF THE SECOND PART

WHEREAS the Minister operates a hostel in the City of Calgary for the provision of services to single transient men, hereinafter called "the services", and

WHEREAS the parties hereto are desirous of entering into an agreement whereby Persona Care shall operate the said hostel and services for the Minister, and

WHEREAS the objectives to be attained, the services to be provided and the guidelines to be followed in the operation of the said hostel are contained in the Minister's Request for Proposals appended hereto as Schedule I to this agreement, and

WHEREAS Persona Care has submitted a Proposal to the Minister for the attainment of the objectives set forth in the Minister's Request for Proposals within the guidelines set forth, and this Proposal is appended hereto as Schedule II to this agreement,

NOW THEREFORE THIS AGREEMENT WITNESSETH that in consideration of the premises and of the mutual covenants and agreements herein contained, the parties hereto agree as follows:

A. Provision of Services

1. Persona Care agrees to accept all applicants for the services who qualify for assistance under the conditions established by the Minister, and to provide them with adequate food and shelter and the opportunity to rehabilitate themselves within the limits of their respective abilities.

2. Persona Care agrees to achieve the objectives set forth in Schedule I, in a manner consistent with the guidelines contained therein and the proposals set forth in Schedule II.

3. Persona Care agrees to guarantee the nondiscriminatory provision of the services and the fair and humane treatment of the recipients of these services. Persona Care shall employ a system described in Schedule II whereby the recipients of the services can make known to the Minister and Persona Care any grievances they may have with respect to the provision of the services or their treatment by Persona Care.

4. Persona Care agrees to provide accommodation to qualified applicants in the Single Men's Hostel Building, 631 - 7th Avenue, S.E., Calgary, in accordance with the standards for accommodation contained in Schedule I. Any overflow accommodation arranged will be in accordance with the same standards.

5. Persona Care agrees to provide two complete meals per day

($7,521.00) Dollars (representing 1/2 of 1/12th of the budgeted annual fixed costs set forth in Schedule II), on the 16th day of November, 1970.

(b) An additional sum of Seven Thousand ($7,000.00) Dollars (representing an advance on variable costs) on the 16th day of November, 1970.

(c) The sum of Fifteen Thousand and Forty One ($15,041.00) Dollars per month payable for the currency of this agreement on the first day of each month beginning December 1st, 1970.

(d) An additional sum of money each month for the services rendered under this agreement based on the following:

$1.64 per qualified applicant admitted and lodged per day, during the preceding month.
Less a fixed cost adjustment equal to the amount by which the actual aggregate costs for personnel salaries, benefits, training and supervision during the preceding month, are less than the aggregate budgeted costs for personnel salaries, benefits, training and supervision as set forth in Schedule II.

10. The sum of Seven Thousand ($7,000.00 Dollars (representing an advance on variable costs) referred to in article 9 (b) will be deducted from the last payment made under this agreement.

11. The books, records, procedures, and calculations on which the variable payment referred to in article 9 (d) is to be

based, will be subject to examination by the Minister or his duly authorized agent at all times. The Minister agrees to make this payment upon receipt and verification of claim for payment at the conclusion of each calendar month.

12. The Minister agrees to pay for meals provided to transients not living at the hostel at the rate of Eighty-three ($.83) Cents per meal day, and Persona Care agrees to provide such meals at this rate.

13. The Minister agrees to pay Persona Care from time to time prior to October 31st, 1971, sums of money not to exceed a total of Five Thousand ($5,000.00) Dollars in payment for the research study referred to in article 8 of this agreement and in Schedules I and II.

C. Provision of and Payment for Special Services:

14. Persona Care agrees to provide other services for the meeting of special needs (including the need for overflow and/or specialized accommodation) such as may be authorized and paid for by the Minister.

D. Buildings, Facilities, and Stocks

15. Immediately after the execution of this agreement, Persona Care shall lease from the Minister of Public Works the Single Men's Hostel Building, facilities, and premises at 631 - 7th Avenue, S.E., Calgary, and shall duly perform all such covenants as shall be required by the said lease. Upon termination of this agreement by either party, the said lease shall also be immediately terminated without notice to either party.

16. The Minister agrees during the currency of this agreement

to allow Persona Care to use the furnishings and other chattels described in Schedule III. Persona Care agrees to surrender possession to the Minister of the said goods and chattels in good condition, reasonable wear and tear excepted, at the termination of this agreement.

17. The Minister agrees to consider reasonable requests on the part of Persona Care for such additional equipment and furnishings as may be necessary to carry out the provisions of this agreement. A description of any such equipment or furnishings provided by the Minister during the currency of this agreement shall be appended to Schedule III, and the use and surrender of such equipment and furnishings shall be in accordance with the provisions of article 16.

18. Persona Care agrees to purchase from the Minister at cost the inventory of food stuffs and janitorial supplies located on the premises at the time of take over by Persona Care. The Minister agrees to purchase from Persona Care at cost the inventory of food stuffs and janitorial supplies located on the premises at the termination of this agreement.

E. Taxes and Utilities

19. Persona Care agrees to pay any and all federal and provincial taxes which result from the performance of the provisions of this agreement.

20. Persona Care agrees to pay all utility charges including telephone, electricity, gas, sewer and water charges.

21. The Minister agrees that it will be his responsibility

to satisfy all municipal taxes other than property taxes applicable to the within facilities and services. Property taxes are to be satisfied as specified in the lease agreement referred to in article 15 of this agreement.

F. Bonds and Insurance

22. Persona Care agrees to provide a performance bond in the amount and in such terms as may be satisfactory to the Minister. Persona Care also agrees to provide such liability insurance and other insurance as may be required by the Minister, in the amounts and in such terms as may be satisfactory to the Minister. This agreement shall be of no force or effect until the conditions of this article have been met.

23. Persona Care and all persons employed by Persona Care or under the control of Persona Care shall use due care that no person or property is injured and that no rights are infringed in the carrying out of this agreement, and Persona Care shall be solely responsible for all damages by whomsoever claimable in respect of any injury to persons or property occasioned in the carrying out of this agreement or by any neglect on the part of Persona Care or any of its employees, and Persona Care shall indemnify and save harmless Her Majesty the Queen in right of the Province of Alberta and Her Majesty's officers, servants, and agents from and against all claims, loss, damages, actions, suits or other proceedings by whomsoever made, brought or prosecuted in any manner, based upon, occasioned by or attributed to any such damages occurring during the currency of this agreement.

G. Licenses, Records and Monitoring

24. Persona Care agrees to obtain any and all licenses which may be required to carry out the provisions of this agreement.

25. Persona Care agrees to keep such records and to submit to the Minister or his duly authorized agent such details with respect to the performance of this agreement as are required by the Minister from time to time during the currency of this agreement.

26. Persona Care agrees to provide the Minister an independently audited financial statement annually at such time as it may be requested by the Minister.

27. The Minister or his duly authorized agent shall have, at all times during the currency of this agreement, the right to monitor and inspect the premises of the hostel and the services provided by Persona Care under the terms of this agreement.

H. Term and Termination of Agreement

28. This agreement shall become effective on the 16th day of November, 1970, subject to the conditions of article 22, and shall remain in effect until the 31st day of October A.D. 1971.

29. The Minister agrees to grant an option annually to Persona Care to extend this agreement for a further one year period upon the same terms and conditions as herein set forth, or upon such other terms and conditions as the parties may agree upon.

30. If Persona Care intends to exercise the said option, it shall give notice of its intention to the Minister by registered mail at least 3 months prior to the termination of this agreement.

The parties agree to commence any re-examination or renegotiation of the terms of the agreement within two weeks of receipt by the Minister of the notice of intention by Persona Care to exercise the said option.

31. Persona Care may terminate this agreement, at any time, upon giving 2 months written notice of termination to the Minister.

32. The Minister may, if Persona Care should fail to achieve the objectives set forth in the Minister's Request for Proposals within the guidelines therein set forth, or if Persona Care should fail or neglect to perform this agreement in a manner satisfactory to the Minister, terminate this agreement upon giving 2 months written notice of termination to Persona Care.

33. The Minister shall be the sole and final judge of the services provided under this agreement. However, the parties hereto agree that before terminating this agreement as herein provided, the following steps shall be taken:

The party wishing to terminate shall give written notice thereof to the other party. Written notice by the Minister shall be sent by registered mail to the registered office of Persona Care. Written notice by Persona Care shall be sent by registered mail to the Office of the Minister.

Within 7 days thereafter the parties shall appoint a committee consisting of one person nominated by each party and a third person

mutually nominated by both parties.

The said Committee, within 7 days of being appointed shall hear such representations as the parties may wish to make and shall make such decisions and recommendations therein as it sees fit.

Both parties agree to take such decisions and recommendations into serious consideration, but neither party shall be bound thereby. Any expenses incurred by the Committee shall be equally borne by both parties.

IN WITNESS WHEREOF the Minister has affixed his signature hereto and Persona Care Ltd. has hereto affixed its seal, duly attested by its proper officers in that behalf, the day and year first above written.

SIGNED, SEALED AND
DELIVERED by the parties
hereto in the presence of:

WITNESS

WITNESS

WITNESS

WITNESS

WITNESS

WITNESS

WITNESS

Raymond A. Speaker,
MINISTER OF SOCIAL DEVELOPMENT,
Province of Alberta.

PERSONA CARE LTD.
Per: Jack A. King,
President.

PERSONA CARE LTD.
Per: Frank J. Gatto,
Vice-President.

PERSONA CARE LTD.
Per: W. P. Brock,
Secretary-Treasurer

SCHEDULE 1

See Section IV: RFP#2 (Calgary)

SCHEDULE II

See Section V: Proposals in Response to RFP#2 (Calgary)

Persona Care Ltd.

SCHEDULE III INVENTORY

SINGLE MEN'S HOSTEL

631 - 7th Avenue S.E.

Calgary, Alberta

Item Number	Description	Quantity
	MISCELLANEOUS	
1	Aprons, bib, white	54
2	Aprons, bib, grey	11
3	Aprons, plastic	10
4	Ashtrays, 4¾", stainless steel	99
5	Baskets, waste, metal, walnut finish with brass trim	67
6	Beds, double deck bunk, 30", full panel head and foot boards	140
7	Beds, single, 36", c/w springs	32
8	Bedspreads, Camtex, green, 72" x 105"	323
9	Benches, 75", oak, slatted seat, vinyl padded back	17
10	Benches, work, wooden, 32" x 96" x 32"	2
11	Blankets, grey camp, blue stripe, 62" x 84"	599
12	Boards, ironing, adjustable, Rid-Jid	3
13	Bookcase, glass doors	1
14	Cases, pillow, 42"	886
15	Chair, arm, maple seat & back, metal frame	1
16	Chair, arm, oak, vinyl padded seat & back	3
17	Chairs, arm, stacking, chrome, walnut arm rests, vinyl padded plywood seat and back	77
18	Chairs, side, maple seat & back, metal frame	133
19	Chairs, side, central store, wooden padded vinyl pullover seat, finish to match lamp, coffee and night tables and desks	31
20	Clippers, barber, complete	1
21	Cloths, table, white, linen, 108" x 48"	5
22	Cupboards, wooden, adjustable shelves	5
23	Desks, chest, elm, arborite front, top and ends	15

Continued.....

Item Number	Description	Quantity
24	Drapes, pairs	53
25	Dryers, electric, white, commercial type Speed Queen	3
26	Flashlights, 2 cell	3
27	Hampers, clothes, canvas, 3 bushel	2
28	Hooks, meat	6
29	Irons, electric, steam & dry, fabric dial, chrome finish	3
30	Lamps, table, brass base with walnut trim, parchment shades	21
31	Machine, sewing, Single # 6310	1
32	Machine, sewing Cabinet	1
33	Mattresses, 30" x 74", 312 coil, Fasslon ticking	282
34	Mattresses, 36"	19
35	Mirrors, 22" x 32", elm frame	15
36	Mower, lawn, push type	0
37	Napkins, table, white linen damask, 12" x 14"	12
38	Pads & Covers, ironing board, silicone	3
39	Pictures, wall, assorted sizes	25
40	Pillows, chicken feather, 18" x 26"	328
41	Protectors, pillow c/w zipper, 28" x 42"	278
42	Rugs, braided, colonial, reversible, oval, brown, 24" x 48"	15
43	Sheets, double duty, 63" x 104"	1380
44	Shelving units, book, 3 shelf, 6' x 39" x 8", oak	2
45	Shelving units, "Dexion" steel and plywood, 2' x 4'	26
46	Stools, counter, swivel seat & back, beige vinyl padding	2
47	Stretcher, wooden	1
48	Tables, 6' x 3', red oak with butterscotch formica top	12
49	Tables, 4' x 3', red oak with butterscotch formica top	10

Continued.....

Item Number	Description	Quantity
50	Tables, 8' x 3', red oak with Chutney formica top	3
51	Tables, 4' x 3', red oak with flat cut English oak formica top	4
52	Tables, coffee, red oak with flat cut English oak formica top	4
53	Tables, lamp, red oak with flat cut English oak formica top	6
54	Tables, night, elm, arborite top & shelf to match desks	13
55	Television sets, 23", built in antenna, remote contral, Admiral	1
56	Towels, bath, multi-colored stripe, 22" x 42"	1030
57	Towels, tea	14
58	Truck, hand, 2 wheel	1
59	Urns, sand, grey, black & green, chrome top, 10½" high	37
60	vault, closet, combination lock	1
61	Washers, electric, automatic, white, commercial type, 12 lb. capacity, Speed Queen	3
62	Beater, egg, chrome	1
63	Boards, pastry and cutting, hardwood, 16" x 24"	2
	KITCHEN	
64	Boilers, double, 2 - 3 qt., aluminum	4
65	Bowl, mixing, 32 qt., aluminum	1
66	Bowls, mixing, pyrex	2
67	Bowls, soup, 5½"	426
68	Brushes, pastry, 2"	3
69	Chopper, nut, glass	1
70	Cleaver, meat	1
71	Cups, 7 oz.	282
72	Cups, egg, plastic	232
73	Dishes, fruit, 5"	475

Continued.....

Item Number	Description	Quantity
74	Dishes, serving, oval, 12"	6
75	Dispensers, sugar, glass with stainless steel top, 12 oz.	15
76	Dispenser, milk, two can, SS, "Arnett"	2
77	Forks, dinner, stainless steel	840
78	Forks, serving, stainless steel	52
79	Glasses, water, 9 oz., Duralex	164
80	Graters, vegetable, sets	2
81	Kettle, tea, 12 pint, aluminum	1
82	Knives, boning, 6"	2
83	Knife, butcher, 8"	1
84	Knife, butcher, 10"	1
85	Knife, butcher, 12"	1
86	Knife, cook's, 10", steel	1
87	Knife, cook's, steel	1
88	Knives, dinner, stainless steel	586
89	Knives, paring, 3", stainless steel	15
90	Knives, slicing, 12", stainless steel	2
91	Measure, 4 qt., graduated stainless steel	1
92	Measure, 32 oz., graduated, stainless steel	1
93	Mixer, food, Sunbeam model # M M 100W	1
94	Pails, 11 qt., plastic	2
95	Pans, bake, 12" x 18" x 2¼", aluminum	11
96	Pans, bun, 18" x 26" x 1", aluminum	27
97	Pan, fry, cast iron, 6"	1
98	Pan, fry, cast iron, 9"	1
99	Pan, fry, cast iron, 13"	1
100	Pan, fry, cast iron, 15"	2
101	Pans, muffin, 13" x 10", aluminum	24
102	Pan, roasting, double, 12" x 18" x 7", aluminum	1

Continued.....

Item Number		
103	Pan, roasting, double, 16" x 20" x 7", aluminum	1
104	Pan, roasting, double, 20" x 22" x 7", aluminum	1
105	Pan, sauce, 2 qt., 8", stainless steel	1
106	Pan, sauce, 3 qt., 8", stainless steel	1
107	Pan, sauce, 2 qt., stainless steel with pouring lip	1
108	Percolator, coffee, 6 cup, aluminum	1
109	Pin, rolling, wooden	1
110	Plates, dinner, wide rim, 10"	515
111	Plates, pie, 10" x 1½", aluminum	12
112	Platters, meat, 15"	2
113	Pot, stock, with faucet, 44 qt., 16" x 16" c/w lid, aluminum	1
114	Pot, stock, 44 qt., 16" x 16", c/w lid, aluminum	1
115	Pot, stock, 30 qt., 14" x 14", c/w lid, aluminum	1
116	Pot, stock, 18 qt., 12" x 12", c/w lid, aluminum	1
117	Pot, stock, with faucet, 30 qt., 14" x 14", c/w lid, aluminum	1
118	Pot, stock, with faucet, 24 qt., 12½" x 14", c/w lid, aluminum	1
119	Pots, storage, c/w snap on lid, 6 qt.	12
120	Pot, tea, 8 cup	1
121	Pot, vegetable, on castors, stainless steel	2
122	Racks, dish	2
123	Reamer, lemon	1
124	Saucers	598
125	Saw, hand, meat	1
126	Scale, portion, "Pelouze", 5 lb. x ¼ oz.	1
127	Scale,"Champion" serial # 39641	1
128	Scoops, 6¼" x 3¼" bowl, aluminum	4

Continued.....

Item Number	Description	Quantity
129	Shakers, salt & pepper, glass with aluminum tops, 3 oz.	42
130	Sifter, flour, triple screen	1
131	Skimmer, fine mesh, 8" diameter, 16" handle	1
132	Spatulas, 12", stainless steel	3
133	Spoons, basting, solid, 13", stainless steel	2
134	Spoons, basting, solid, 15", stainless steel	2
135	Spoons, dessert, stainless steel	742
136	Spoons, mixing, wooden	3
137	Spoons, serving, stainless steel	52
138	Spoons, tea, stainless steel	542
139	Strainers, chinese with handle	2
140	Toaster, electric, 4 slice, 220 V	3
141	Toaster, rotary, electric, Savory, serial # 107387	1
142	Tongs, kitchen, assorted	2
143	Turners, 3" wide, stainless steel	2
144	Whips, piano, 10", stainless steel	2
145	Whips, piano, 12", stainless steel	2
146	Whips, piano, 18", stainless steel	2
	STAFF DISHES	
147	Bowls, soup	7
148	Bowls, vegetable	3
149	Cups	3
150	Nappies, fruit	6
151	Plates, 10"	12
152	Plates, 7"	11
153	Saucers	8
154	Bins, portable, storage	3
155	Opener, can, electric, Edlund	1

Continued.....

Item Number	Description	Quantity
156	Cans, garbage, plastic with dollies	6
157	Block, butcher's, 36" x 30" x 16", maple	1
158	Scale, butcher's, 22 lb. capacity	1
159	Dispensers, plate and saucer	2
160	Slicer, meat, electric	1
161	Lowerator, cup and glass	2
162	Saw, butcher's, meat, hand type	1
163	Dispensers, silverware	2
164	Chopper, meat, bench model	1
165	Dispensers, tray	2
166	Moulder, butcher's, 15 lb. hopper	1
167	Trays, cafeteria, 14" x 18", fibreglass	239
168	Cutter, food, counter model	1
169	Cutter, butter, crank type	1
170	Shelving, chrome wire, portable, 24" x 36"	1
171	Shelving, chrome wire, portable, 24" x 42"	2
172	Shelving, chrome wire, portable, 18" x 36"	1
173	Shelving, chrome wire, portable, 18" x 42"	1
174	Shelving, chrome wire, portable, 24" x 60"	9
175	Shelving, chrome wire, portable, 24" x 48"	12
176	Racks, tray return, portable	2
177	Cans, garbage, metal c/w lid, 19" x 29"	4
178	Cans, garbage, metal c/w lid, 17" x 28"	3
179	Cans, garbage, metal c/w lid, 17" x 23"	3
180	Cart, dish, 3 shelf, stainless steel, 18" x 27"	1
181	Table, wooden, arborite top, 48" x 60"	1
182	Trays, aluminum, serving	2
183	Chairs, office, side, birch	6
184	Chairs, arm, upholstered	2

Continued....

Item Number	Description	Quantity
185	Piano, upright with bench	1
186	Pot, stock, stainless steel, c/w cover, 13" x 13" high	1
187	Pot, stock, stainless steel, c/w cover, 14½" x 14" high	1
188	Pot, stock, aluminum, c/w lid, 15" x 14" high	1
189	Boiler, double, stainless steel, 11" diameter, c/w cover.	1
190	Pitchers, enamel, 5 qt.	4
191	Pot, stock, aluminum, c/w lid, 14½" x 14½" high	1
192	Pot, stock, aluminum, 16½" x 16" high, c/w faucet.	1
193	Inserts, stainless steel for steam tables, c/w lids, 21" x 13" x 6"	4
	DUTY CLERK'S OFFICE (not listed elsewhere)	
194	Desk, metal, double pedestal, arborite finish	1
195	Chair, wooden, side	1
196	Chair, office, swivel	1
197	Costumer	1
198	Cabinet, first aid	1
199	Basket, metal, waste	1
	SOCIAL WORKER'S OFFICE	
200	Desk, metal, double pedestal, arborite finish	1
201	Costumer, metal	1
202	Chairs, wooden, arm	2
203	Table, typewriter, wooden	2
204	Cabinet, file, 4 drawer, metal, locking	1
205	Cabinet, index, 2 drawer, metal, 5" x 8"	2
	FURNACE ROOM	
206	Desk, wooden, double pedestal	1
207	Chair, wooden, side	1

Continued....

Item Number	Description	Quantity
208	Chair, wooden, arm	1
209	Basket, metal, waste	1
	MANAGER'S OFFICE (equipment not listed elsewhere)	
210	Chairs, office, arm	2
211	Chair, office, swivel	1
212	Desk, double pedestal, metal, wood grain arborite	1
213	Credenza, to match desk	1
214	Table, telephone, metal	1
215	Costumer, metal	1
216	Bookcase, wooden, glass front	1
217	Vault, office, in arborite cabinet	1
218	Cabinet, file, 4 drawer, metal, locking	1
	MAIN OFFICE (equipment not listed elsewhere)	
219	Desks, double pedestal, metal and arborite	2
220	Desk, typist, metal, single pedestal	1
221	Chairs, office, swivel	2
222	Chair, steno	1
223	Cabinet, metal, file, 4 drawer, locking	1
224	Public Address System	1
225	Table, typewriter, wooden on castors	1
226	Table, wooden, work, 2 drawer	1
227	Cabinets, metal, 5" x 8" index	9
228	Adder, Olivetti # 638100	1
229	Typewriter, Underwood # 9517144 - 15 E	1
230	Typewriter, Adler # 8429450 - 15 E	1
231	Typewriter, Adler # 8429449 - 15 E	1
232	Pres To Line, 18", # 119125 - 0	1
233	Cabinet, wooden, key	1

Continued....

Item Number		
234	Scale, postal	1
235	Index, telephone	1
236	Calendar, desk	4
237	Dispenser, scotch tape	1
238	Pads, desk c/w blotters	12
239	Staple removers	3
240	Punches, single hole	1
241	Punch, two hole	1
242	Rulers, wooden	4
243	Scissors, pair	1
244	Date Stamps	5
245	Master counters	2
246	Trays, letter, wooden	2
247	Moistener, twin roller	1
248	Dymo writer, M10, model 1082	1
249	Tapes for Dymo writer	11
250	Dictionary	2
	CARETAKER'S OFFICE	
251	Table, wooden, arborite top	1
252	Desk, wooden, double pedestal	1
253	Chairs, wooden, side	5
254	Chair, office, swivel	1
255	Chair, arm, upholstered	1
	CLEANING EQUIPMENT	
256	Polishers, 22", floor, motor driven	2
257	Polisher, 19", floor, belt driven	1
258	Pails, mop, with mop squeezer	11
259	Mops, 24oz., wet, c/w handles	12
260	Mops, dust, c/w handles	5

Continued....

	Description	Qua
[illegible]	Mops, misto c/w handles	10
[illegible]	Sprayers, electric	3
[illegible]	Polly sprays	3
264	Plungers, toilet	2
265	Brushes, deck	4
266	Cleaner, misto mop	1
267	Cart, caretaker's	1
268	Mops, duffle	2
269	Pans, dust	9
270	Brooms, corn	5
271	Brushes, toilet	6
272	Pails, 6 qt.	3
273	Truck, two bucket	2
274	Squeegees, window	2
275	Cleaner, vacuum, wet or dry	1
276	Ladders, assorted	4
277	Broom, 14", push c/w handles	9
278	Brushes, bannister	8
279	Brooms, 16" push, c/w handle	2
280	Receptacles, waste paper, white	16
281	Pushers, snow	2
282	Shovel, RMLH	1
[illegible]3	Scraper, ice, LH	1

PROVINCE OF ALBERTA

THE COMPANIES ACT

REGISTERED
SEP 15 1970
THE REGISTRAR OF COMPANIES
PROVINCE OF ALBERTA

MEMORANDUM OF ASSOCIATION

OF

PERSONA CARE LTD.

1. The name of the Company is "PERSONA CARE LTD."

2. The registered office of the Company will be situated in the City of Calgary, in the Province of Alberta.

3. The objects for which the Company is established are:

(a) To organize, manage or develop or to assist in the organization, management or development of nursing homes for the aged, chronic care, health, and welfare centres, hostels and institutions, and nursing services of all kinds and to take over, manage or dispose of in any manner whatsoever, any business or undertaking in which the Company may be so interested.

(b) To act as selling agents or otherwise as the agent or representative of corporations, partnerships or individuals engaged in business in connection with which the Company may deem it desirable so to act.

(c) To enter into any arrangement with any government or authorities, municipal, local or otherwise, that may seem conducive to the Company's objects, or any of them and to obtain from any such government or authority any rights, privileges and concessions which the Company may think desirable to obtain and to carry out, exercise and comply with any such arrangements, rights, privileges and concessions.

(d) To borrow or raise or secure the payment of money in such manner

as the company thinks fit and in particular by the issue of debentures or debenture stock, perpetual or otherwise, charged upon all or any of the Company's property both present and future, including its uncalled capital and to purchase, redeem or pay off any such securities.

(e) To carry on business capable of being conveniently carried on in connection with the business of the Company or calculated directly or indirectly to enhance the value of or render profitable any of the Company's property or rights.

(f) To sell, improve, manage, develop, exchange, lease, dispose of, turn to account or otherwise deal with all or any part of the property and rights of the Company.

(g) To procure the Company to be registered and recognized in any foreign country or place and to designate persons therein according to the laws of the foreign country or place, to represent the Company and to accept service for and on behalf of the Company of any process or suit.

(h) To carry out all or any of the just objects of the company and do all or any of the above things as principals, agents, or otherwise and either alone or in conjunction with others.

(i) To do all such things as are incidental or conducive to the attainment of the objects and the exercise of all powers of the Company.

(j) To devise, plan, arrange, organize, prepare, administer, manage, execute, service and superintend contracts of every kind whatsoever and to collect all moneys payable thereunder and to act as factors in connection therewith.

(k) To carry on the business of management consultants, industrial consultants, health and welfare consultants and advisers, and consultants in the operation of all kinds of businesses, operations and undertakings and to organize, re-organize and develop business enterprises.

(l) To promote, the study, practice and knowledge of securities and the sale of securities in the City of Calgary and elsewhere.

(m) To carry on business of real estate, and to act as agent in the sale or purchase of real estate, personal property, and business undertakings.

(n) To negotiate loans, to lend money, and to deal in mortgages, bonds, obligations, securities, and other investments.

(o) To purchase or otherwise acquire and hold or otherwise deal in real and personal property and rights and in particular lands, buildings, hereditaments, business or industrial concerns, and undertakings, mortgages, charges, contracts, concessions, franchises, annuities, patents, licences, securities, policies, book debts and any interest in real and personal property, and claims against such property or against any person or company and any privileges and choses in action of all kinds.

(p) To raise or borrow and secure the payment of money in such manner and on such terms as it may seem expedient and in particular to mortgage and charge the undertaking and all or any of the real or personal property present and future, and all or any of the uncalled capital for the time being of the Company.

(q) To remunerate any person or company for services rendered, in placing or assisting to place or guaranteeing the placing of any of the shares

in the Company's capital, or any debentures, debenture stock or other securities of the Company or in or about the formation of the Company or the conduct of its business.

(r) To pay for any lands, businesses, properties, rights, claims, privileges, concessions or other assets acquired or agreed to be acquired by the Company, and generally to satisfy any payment by or obligation of the Company, either wholly or in part by the issue of shares, debentures or other securities the Company credited as fully or partly paid.

(s) To pay the expenses of the preliminary and incidental to the formation, establishment, organization and registration of the Company.

(t) Upon the issue of shares, bonds, debentures or other securities of the Company, to employ brokers, commission agents and underwirters, and to provide for the remuneration of such persons for their services by payment in cash or by the issue of shares, debentures, or other securities of the Company, or by the granting of options to take the same, or in any other manner. PROVIDED that nothing herein contained shall be deemed to confer upon the Company any powers to which the jurisdiction of the legislature of the Province of Alberta does not extend, and particularly shall not be deemed to confer the right to issue promissory notes in the form of bank notes, and all the powers in this Memorandum of Association contained shall be exercisable subject to the provisions of the laws in force in Alberta and regulations made thereunder in respect of the matters referred to therein, and especially with respect to the construction and operations of railways, telegraph and telephone lines, and the business with respect to which special laws or regulations may now or hereafter be put in force.

4. The powers authorized by or implied by subsection 1 of section 19 of the Companies Act of the Province of Alberta shall apply to the Company except and to the extent that the same may be inconsistent with the powers expressly herein set forth but none of the powers implied or authorized by subsection 1 shall be deemed to be lessened or restricted as regards the Company by reason of anything in this Memorandum of Association contained.

5. The liability of the members is limited.

6. The authorized capital of the Company is to be 20,000 shares without nominal or par value;, PROVIDED HOWEVER, that the said shares without nominal or par value may be issued and allotted by the Company from time to time by resolution of the Directors of the Company not to exceed in the amount or value as determined by the Directors in the aggregate the sum of $20,000.00. The capital of the Company may be increased, divided, converted, consolidated, and dealt with in accordance with the law then prevailing, or new capital may be issued having attached hereto any preferred special qualified or deferred rights, privileges, or conditions, or restrictions, including any preference or priority in the payment of dividends or other distribution of assets, voting or otherwise, over any other shares, when common or preferred, and whether issued or not, and the regulations of the Company may be varied as far as necessary to give effect thereto.

7. The Company shall be a private Company.

8. (a) The number of shareholders of the Company shall be limited to Fifty (50) not including persons who are in the employment of the Company, and persons who, having been formerly in the employment of the Company, were while in that employment and have continued after the determination of that

employment to be shareholders of the Company, two or more persons holding one or more shares, jointly being counted as a single shareholder.

(b) An invitation to the public to subscribe for any shares or debentures of the Company shall be prohibited.

WE, the several persons whose names and addresses are subscribed, are desirous of being formed into a Company pursuant to this Memorandum of Association, and we respectively agree to take the number, class and amount of shares in the Company set opposite our respective names.

Full Names, Addresses and Occupations of Subscribers	Number and Class of Shares Taken Out by Each Subscriber
JACK A. KING, #214, 513 - 8th Avenue, S.W., Calgary 2, Alberta, Lawyer	Fifty-One(51) share without nominal or par value;
FRANK J. GATTO, 3319 Barrett Place, N. W., Calgary 48, Alberta, Consultant	Forty-Nine (49) share without nominal or par value.

DATED at the City of Calgary, in the Province of Alberta, this 2nd day of September, A.D. 1970.

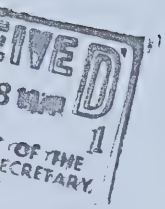
WITNESS as to the above signatures:

Name Address Occupation

Articles of Association

OF

PERSONA CARE LTD.



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Articles of Association

OF

PERSONA CARE LTD.

REGISTERE
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PROVINCE OF

TABLE A

1. The regulations contained in Table "A" in the First Schedule to The Companies Act shall not apply to this Company.

INTERPRETATION

2. The headings used throughout these Articles shall not affect the construction hereof. In these articles, unless the context otherwise requires, expressions defined in The Companies Act or any statutory amendment or modification thereof shall have the meaning so defined, and

"the Company" means the above-named Company;

"debenture" shall include bond and vice versa;

"the directors," "Board" and "Board of Directors" mean the directors of the Company for the time being;

"member" shall include a shareholder and vice versa;

"month" means calendar month;

"the office" means the registered office of the Company for the time being;

"secretary" includes any person appointed to perform the duties of secretary temporarily;

"these presents" means and includes these Articles of Association, and any modification or alteration thereof for the time being in force;

"in writing" and "written" includes printing, typewriting, lithographing and other modes of representing or reproducing words in visible form;

words importing the singular number include the plural number and vice versa;

words importing the masculine gender shall include the feminine and words importing persons include corporations and companies.

"The Companies Act" means the Companies Act of the Province of Alberta for the time being in force.

SHARES

3. Subject to the provisions of the Company's Memorandum of Association and of these presents, the shares shall be under the control of the directors, who may allot or otherwise dispose of the same to such persons on such terms and conditions and at such times and for such consideration as the directors may think fit.

INSTALMENTS OF PURCHASE PRICE

4. If, by the conditions of allotment of any share, the whole or part of the amount or issue price thereof shall be payable by instalments, every such instalment shall, when due, be paid to the Company by the person who, for the time being, and from time to time, shall be the registered holder of the share or his legal personal representative.

TRUSTS

5. Save as herein otherwise provided, the Company shall be entitled to treat the registered holder of any share as the absolute owner thereof, and accordingly shall not, except as by statute required, be bound to recognize any equitable or other claim to or interest in such share on the part of any other person.

CERTIFICATES

6. The certificate for shares shall be signed by the president and the secretary or such other person or persons appointed by the directors for that purpose. A certificate of shares registered in the names of two or more persons may be delivered to any one of such persons.

CALLS

7. The directors may, from time to time, make such calls as they think fit upon the members in respect of all moneys unpaid on the shares held by them respectively, and not by the conditions of allotment thereof made payable at fixed times, and each member shall pay the amount of every call so made on him to the persons and at the times and places appointed by the directors. A call may be made payable by instalments.

8. A call shall be deemed to have been made at the time when the resolution of the directors authorizing such call was passed.

9. The joint holders of a share shall be jointly and severally liable to pay all calls in respect thereof.

10. At least fourteen days' notice of any call shall be given specifying the time and place of payment at which such calls shall be paid.

11. If by the terms of issue of any share or otherwise any amount is made payable at any fixed times or by instalments at fixed times, whether on account of the amount of the share or by way of premium, every such amount or instalment shall be payable as if it were a call duly made by the directors and of which due notice had been given, and all the provisions herein contained in respect of calls shall relate to such amount or instalment accordingly.

12. If the sum payable in respect of any call or instalment be not paid on or before the day appointed for payment thereof, the holder for the time being of the share in respect of which the call shall have been made, or the instalment shall be due, shall pay interest for the same at the rate of six per cent (6%) per annum from the day appointed for the payment thereof to the time of the actual payment, or at such other rate as the directors may determine.

13. The Directors may do any one or more of the following things, namely:

(a) Make arrangements on the issue of shares for a difference between the shareholders in the amounts and times of payment of calls on their shares;

(b) Accept from any member who assents thereto the whole or part of the amount remaining unpaid on any shares held by him, although no part of that amount has been called up;

(c) Pay dividends in proportion to the amount paid up on each share where a larger amount is paid on some shares than on others.

FORFEITURE AND LIEN

14. If any member fail to pay any call or instalment on or before the day appointed for the payment of the same, the directors may at any time thereafter, during such time as the call or instalment remains unpaid, serve a notice on such member, requiring him to pay the same, together with any interest that may have accrued, and all expenses that may have been incurred by the Company by reason of such non-payment.

15. The notice shall name a day, being not less than fourteen (14) days from the date of the notice, and a place or places on and at which any call or instalment in respect of which the notice has been given and such interest and expense aforesaid are to be paid. The notice shall also state that in the event of non-payment at or before the time and at the place appointed the shares in respect of which the call was made or the instalment is payable, will be liable to be forfeited.

16. If the requisitions of any such notice as aforesaid are not complied with, any shares in respect of which such notice has been given may, at any time thereafter before payment of all calls or instalments, interest and expenses due in respect thereof be forfeited by a resolution of the directors to that effect. Such forfeiture shall include all dividends declared in respect of the forfeited shares and not actually paid before the forfeiture.

17. When any shares shall have been so forfeited, notice of the resolution shall be given to the members in whose name it stood immediately prior to the forfeiture, and an entry of the forfeiture, with the date thereof, shall forthwith be made in the register.

18. Any share so forfeited shall be deemed to be the property of the Company and the directors may sell, re-allot and otherwise dispose of the same in such manner as they think fit.

19. A person whose shares have been forfeited shall cease to be a member in respect of the forfeited shares.

20. A statutory declaration in writing that the declarant is a director of the Company and that a share in the Company has been duly forfeited on the date stated in the declaration shall be conclusive evidence of the facts therein stated as against all persons claiming to be entitled to such share; and that declaration and the receipt of the Company for the consideration (if any) given for such share on the sale or disposition thereof, shall constitute a good title to such share, and the person to whom such share is sold or disposed of shall be registered as the holder of such share and shall not be bound to see to the application of the purchase money (if any), nor shall his title to such share be affected by any irregularity or invalidity in the proceedings in reference to the forfeiture, sale or disposal of such share.

21. The directors may, at any time before any share so forfeited shall have been sold, re-alloted or otherwise disposed of, annul the forfeiture thereof upon such conditions as they think fit.

22. Any member whose shares have been forfeited shall, notwithstanding, be liable to pay, and shall forthwith pay to the Company all calls, instalments, interest and expenses owing upon or in respect of such shares at the time of the forfeiture, together with interest thereon from the time of forfeiture until payment, at six per cent (6%) per annum, and the directors may enforce the payment of such moneys or any part thereof if they think fit but shall not be under any obligation to do so.

23. The Company shall have a first and paramount lien upon all the shares other than fully paid-up shares registered in the name of each member, whether solely or jointly with others, and upon the proceeds of sale thereof, for his debts, liabilities and engagements, solely or jointly with any other person, to or with the Company, whether the period for payment, fulfilment or discharge thereof shall have actually arrived or not, and no equitable interest in any share shall be created except upon the footing or condition that clause 5 hereof is to have full effect. Such lien shall extend to all dividends from time to time declared in respect of such shares. Unless otherwise agreed, the registration of a transfer of shares shall not operate as a waiver of the company's liens, if any, on such shares.

24. For the purpose of enforcing such lien, the directors may sell the shares subject thereto in such manner as they think fit, but no sale shall be made until such period as aforesaid shall have arrived and until notice in writing of the intention to sell shall have been served on such member, his executors or administrators, and default shall have been made by him or them in the payment, fulfilment or discharge of such debts, liabilities or engagements for seven days after such notice. Such service may be effected as provided by clause 108 hereof.

25. The net proceeds of any such sale after the payment of the costs of such sale shall be applied in or towards satisfaction of the debts, liabilities or engagements of, and the residue, if any, paid to such member, his executors, administrators or assigns.

26. Upon any sale after forfeiture or for enforcing a lien in purported exercise of the powers hereinbefore given, the directors may appoint some person to execute an instrument of transfer of the shares sold and cause the purchaser's name to be entered in the register in respect of the shares sold, and the Purchaser shall not be bound to see to the regularity of the proceedings, or to the application of the purchase money, and after his name has been entered in the register in respect of such shares, the validity of the sale shall not be impeached by any person, and the remedy of any person aggrieved by the sale shall be in damages only and against the Company exclusively.

TRANSFER OF SHARES

27. Shares of the Company shall be transferred in any usual or common form, and every instrument of transfer delivered to the Company before registration shall be accompanied by the certificate for the share or shares to be transferred. The instrument of transfer of any share shall be signed by the transferor and shall be accompanied by such evidence as the Company may reasonably require to show the right of the transferor to make the transfer and the right of the transferee to receive the same. The transferor shall be deemed to remain the holder of such share until the name of the transferee is entered in the register in respect thereof. No transfer shall be registered if the provisions (if any) contained in the Memorandum or Articles of Association and/or these presents have not been complied with and unless such fee (if any) as has been set by the directors has been paid.

CHANGES OF CAPITAL

28. Subject to the provisions of The Companies Act, the Company may, by extraordinary or ordinary resolution or by resolution of the directors, as the directors may decide:

(a) Increase the maximum price or consideration for which shares without nominal or par value may be issued, where such maximum price or consideration has been stated in the Memorandum or Articles;

(b) Cancel shares which, at the date of the passing of the resolution in that behalf, have not been taken or agreed to be taken by any person, and diminish the amount of its share capital by the amount of the shares cancelled or, in the case of the cancellation of shares without nominal or par value, by the number of shares cancelled;

(c) Cancel paid-up shares which are surrendered to the Company by way of gift and, if the resolution so provides, diminish the amount of its share capital by the amount of the shares, or in the case of shares without nominal or par value by the number of shares cancelled.

29. Subject to the provisions of The Companies Act, the Company may by special resolution alter the conditions of its Memorandum as follows, that is, it may:

(a) Increase its share capital by the creation of new shares of such amount or of such number of new shares without nominal or par value as it thinks expedient;

(b) Consolidate and divide all or any of its share capital having a par value into shares of larger amount than its existing shares;

(c) Convert all or any of its paid-up shares into stock and reconvert that stock into paid-up shares of any denomination or without nominal or par value;

(d) Subdivide its shares having a par value, or any of them, into shares of smaller amount than its existing shares, so, however, that in the subdivision the proportion between the amount paid and the amount (if any) unpaid on each reduced share shall be the same as it was in the case of the share from which the reduced share is derived.

30. The new shares shall be issued upon such terms and conditions, and with such rights and privileges annexed thereto (if any) as the general meeting which resolves upon the creation thereof shall direct, and if no direction be given, as the directors shall determine; except so far as otherwise provided by the conditions of issue any capital raised by the creation of new shares shall be considered part of the original ordinary capital and shall be subject to the provisions herein contained.

SHAREHOLDERS' MEETINGS

31. The first annual general meeting of the Company shall be held at such time, within sixteen (16) months from the date on which the Company is entitled to commence business and at such place, as the directors may determine. Subsequent annual general meetings shall be held at least once in every calendar year and not more than sixteen months after the holding of the last preceding general meeting, at such time and place as may be determined by the directors.

32. The general meetings referred to in the next preceding clause shall be called annual general meetings, and all other meetings of the Company shall be called special general meetings. All meetings of shareholders may be held either within or without the Province of Alberta.

33. The directors may, whenever they think fit, proceed to convene a special general meeting of the Company.

34. Where it is proposed to pass a special resolution, such notice as is required to be given by The Companies Act, and in all other cases at least ten (10) days' notice specifying the day, hour and place of every shareholders' meeting, and in case of special business the general nature of such business, shall be served in the manner as provided by Clause 108 hereof on the members registered in the shareholders' register at the time such notice is served or if a record date has been fixed by the directors, on the members registered in the shareholders' register at the record date as so fixed. PROVIDED ALWAYS that a meeting of shareholders may be held for any purpose, at any time and at any place without notice, if all the shareholders entitled to notice of such meeting are present in person or represented thereat by proxy or if the absent shareholders shall have signified their assent in writing to such meeting being held. Notice of any meeting or any irregularity in any meeting or in the notice thereof, may be waived by any shareholders or the duly appointed proxies of any shareholders. It shall not be necessary to give notice of any adjourned meeting.

35. Irregularities in the notice of any meeting or in the giving thereof or the accidental omission to give notice of any meeting or the non-receipt of any notice by any shareholder or shareholders, shall not invalidate any resolution passed or any proceedings taken at any meeting or shall not prevent the holding of such meeting.

PROCEEDINGS AT SHAREHOLDERS' MEETINGS

36. All business shall be deemed special that is transacted at a special general meeting and all that is transacted at an annual general meeting, with the exception of consideration and approval of the financial statements and the ordinary report of the directors, auditors and other officers, the election of directors, the appointment of auditors, the fixing of the remuneration of the auditors and the transaction of any business which under these presents ought to be transacted at a general meeting. Special business or a special or extraordinary resolution may be passed at an annual general meeting provided the requisite notice has been given.

37. No business shall be transacted at a general meeting unless a quorum is present at the time the meeting proceeds to business. Save as herein otherwise provided, two members personally present and representing in person or by proxy not less than 25% of the issued capital of the Company entitling the holders to vote shall be a quorum. For the purpose of reckoning a quorum, a representative of an incorporated company shall be counted as a member.

38. The president, or in his absence the vice-president (if any), shall be entitled to take the chair at every general meeting, or if there be no president or vice-president, or if at any meeting he shall not be present within fifteen (15) minutes after the time appointed for holding such meeting, the members present shall choose a director as chairman, and if no director be present, or if all the directors present decline to take the chair, then the members present shall choose one of their number to be chairman. The chairman at any meeting of shareholders may appoint one or more persons (who need not be shareholders) to act as scrutineers.

39. If within half an hour from the time appointed for the meeting a quorum is not present, the meeting, if convened upon the requisition of members, shall be dissolved; in any other case it shall stand adjourned to the same day in the next week, at the same time and place; and if at such adjourned meeting a quorum is not present, the members present, if at least two, shall be a quorum.

40. Every question submitted to a meeting shall be decided in the first instance by a show of hands, and in the case of an equality of votes the chairman shall, both on a show of hands and on a poll, have a casting vote in addition to the vote or votes to which he may be entitled as a member.

41. At any general meeting, unless a poll is demanded by the chairman, or by a member or members holding or representing by proxy at least one-tenth of the shares represented at such meeting, a declaration of the chairman that a resolution has been carried, or carried by a particular majority, or lost, or not carried by a particular majority, and an entry to that effect in the book of proceedings of the Company shall be conclusive evidence of the fact without proof of the number or proportion of the votes recorded in favour of or against such resolution.

42. If a poll is demanded, as aforesaid, it shall be taken in such manner and at such time and place as the chairman of the meeting directs and either at once or after an interval or adjournment, and the result of the poll shall be deemed to be the resolution of the meeting at which the poll was demanded. The demand of a poll may be withdrawn. In case of any dispute as to the admission or rejection of a vote the chairman shall determine the same and such determination made in good faith shall be final and conclusive.

43. The chairman of a general meeting may, with the consent of the meeting, adjourn the same from time to time and from place to place, but no business shall be transacted at any adjourned meeting other than the business left unfinished at the meeting from which the adjournment took place.

44. Any poll duly demanded on the election of a chairman of a meeting or on any question of adjournment, shall be taken at the meeting and without adjournment.

45. The demand of a poll shall not prevent the continuance of a meeting for the transaction of any business other than the question on which a poll has been demanded.

VOTES OF MEMBERS

46. On a show of hands every member, being the holder of an ordinary or common share, present in person, including the proxy, or the representative of a member being an incorporated company, shall have one vote unless it is otherwise provided in the Memorandum of Association and/or these presents or the resolution creating them. On a poll every member shall have one vote for each ordinary or common share of which he is the holder. Preference shares shall confer the voting power (if any) provided for in the Memorandum of Association and/or these presents or the resolution creating them.

47. The directors may allow any person or persons upon being satisfied that such person or persons is or will be entitled to become registered as executor or executors or administrator or administrators of any deceased persons, to vote any shares registered in the name of such deceased person at any meeting.

48. When there are joint registered holders of any share, any one of such persons may vote at any meeting, either personally or by proxy, in respect of such share as if he were solely entitled thereto, and if more than one of such joint holders be present at any meeting, personally or by proxy, any one of such joint holders may vote in respect of such shares unless any other of such joint holders is present at the meeting at which such a vote is tendered and objects to the vote. Where there are several executors or administrators of a deceased member in whose sole name any share stands, any one of such executors or administrators may vote in respect of such shares unless any other of such executors or administrators is present at the meeting at which such a vote is tendered and objects to the vote.

49. Votes may be given either personally or by proxy and, in the case of a company by a representative duly authorized.

50. The instrument appointing a proxy shall be in writing in any effectual form under the hand of the appointer or of his attorney duly authorized in writing, and need not be attested. A person may be appointed a proxy although not a member.

51. No instrument appointing a proxy shall be valid after the expiration of twelve (12) months from the date of its execution unless it is otherwise specified in the instrument.

52. The instrument appointing a proxy shall be deposited at the registered office of the Company or such other place as may be specified in the notice of meeting not less than 24 hours before the time for holding the meeting at which the person named in the instrument proposes to vote. In any default of such deposit the instrument of proxy shall not be treated as valid.

53. A vote given in accordance with the terms of an instrument of proxy shall be valid notwithstanding the previous death of the principal, or revocation of the proxy, or transfer of the share with respect to which the vote is given, provided no intimation in writing of the death, revocation or transfer shall have been received before the meeting at the place where the proxies are to be deposited.

54. No member shall be entitled to be present or to vote on any question, either personally or by proxy, or as proxy for another member at any general meeting, or upon a poll, or to be reckoned in a quorum whilst any call or other sum shall be due or payable to the Company in respect of any of the shares of the Company held by such member.

55. A resolution in writing signed by all the shareholders of the Company entitled to vote thereon shall be as valid and effectual as if it had been passed at a meeting of the shareholders duly called and constituted, and shall be held to relate back to any date therein stated to be the effective date thereof.

DIRECTORS

56. Until otherwise determined by a general meeting, the number of directors shall be not less than two or more than seven.

57. The subscribers hereto shall be the first directors of the Company unless the Company has been incorporated and directors elected prior to the adoption of these Articles.

58. The qualifications of a director shall be the holding of at least one (1) share in the company unless such director be a representative of a member being an incorporated company, in which case such director need not hold a share. A director may be appointed and act before acquiring his qualification, but must acquire the same within two (2) months after his election or appointment, and unless he shall do so he shall be deemed to have vacated his office of director.

59. The directors shall have power from time to time and at any time, to appoint any other person as a director, either to fill a casual vacancy or as an addition to the Board, but so that the total number of directors shall not at any time exceed the maximum number fixed by these presents or by a general meeting.

60. A director being absent either temporarily or permanently (from the Province of Alberta) may appoint and authorize for a period not exceeding one (1) year from the date of such appointment, any person to attend and vote as fully and effectively as if such director were personally present at any meeting of the directors of the company, and to accept any such notice of such meeting. A person so appointed shall be known as and referred to as a "substitute director." For the purpose of computing a quorum of the Board for any meeting a substitute director attending thereat shall be deemed to be a director. The appointment of a substitute director shall be executed by the director making the appointment. Any person holding a Power of Attorney of the director shall be deemed to be a substitute director. Such appointment may be revoked at any time upon notice to the company. All the foregoing shall, however, be subject to the consent of the other directors of the company or a majority thereof.

61. The directors shall be paid out of the funds of the Company by way of remuneration for their services as directors, such sums as the directors may determine.

62. A director may retire from office upon giving five days' notice in writing to the Company of his intention to do so, and such resignation shall take effect upon the expiration of such notice or its earlier acceptance.

63. The office of a director shall ipso facto be vacated:

(1) If he is found a lunatic or becomes of unsound mind;

(2) If by notice in writing to the Company he resigns his office upon the time hereinbefore fixed for the resignation to take effect or the previous acceptance of the same;

(3) If he be removed by resolution of the Company, as hereinafter provided;

(4) If he shall personally cease to be a shareholder in the Company or if the incorporated Company of which he is a representative shall cease to be a member of the Company.

64. No director shall be disqualified by his office from holding any office or place of profit under the Company or under any Company in which the Company shall be a shareholder or otherwise interested, or from contracting with the Company either as a vendor, purchaser or otherwise howsoever, nor shall any such contract or any contract or arrangement entered into by or on behalf of the Company in which any director shall be in any way interested either personally or as a member of a firm or syndicate or any other association whatsoever, or as a shareholder or director of a company or in any manner whatsoever, be avoided, nor shall any director be liable to account to the Company for any profit arising from any such office or place of profit, or realized by any such contract or arrangement by reason of such director holding that office or of the fiduciary relation thereby established, but the director must declare that he has an interest, and the nature thereof, at the meeting of the directors at which the contract or arrangement is determined on, if his interest then exists, or in any case at the first meeting of the directors at which he is present after the acquisition of his interest, and a director may, as a director, vote in respect of any contract or arrangement in which he is interested as aforesaid. (A general notice that a director is a member of any specified firm, syndicate or company or any other association whatsoever, and is to be regarded as interested in all transactions with that firm, syndicate or company or other association shall be sufficient disclosure under this clause as regards such director and the said transactions, and after such general notice it shall not be necessary for such director to give a special notice relating to any particular transaction with that firm, syndicate, company or other association.)

65. At the first annual general meeting and at every succeeding annual general meeting, all of the directors, howsoever appointed or elected, shall retire from office. A retiring director shall retain office until the dissolution of the meeting at which his successor is elected. If at any general meeting at which an election of directors ought to take place, no such election takes place, the retiring directors shall continue in office until the annual general meeting in the next year, and so on from year to year until their places are filled up, unless it shall be determined at such meeting to reduce the number of directors.

66. A retiring director shall be eligible for re-election.

67. The Company at every annual general meeting shall fill up the vacated offices by electing a like number of persons to be directors, or in case any change in the number of directors is made at any such meeting by electing the number of persons to be directors as may be fixed by such meeting.

68. The Company may, by extraordinary resolution, at any time remove any or all of the directors before the expiration of his or their period of office and by ordinary resolution appoint another or other qualified person or persons in his or their stead; and the person or persons so appointed shall hold office during such time only as the director or directors in whose place he is or they are appointed would have held the same if he or they had not been removed.

69. Any director or executive officer of the Company shall be entitled to attend any shareholders' meeting.

REGISTER OF DIRECTORS, MANAGERS AND MORTGAGES

70. The directors shall duly comply with the provisions of the Companies Act, or any statutory modification thereof for the time being in force, and in particular with the provisions in regard to the registration of mortgages, and to keeping the registers of directors and managers, and their addresses and occupations, and to filing with the Registrar of Companies an annual report and copies of special and other resolutions, returns of allotment of shares, and of any change in the registered office or of directors.

PROCEEDINGS OF DIRECTORS

71. The directors may meet together for the despatch of business, adjourn and otherwise regulate their meetings and proceedings, and may declare the quorum necessary for the transaction of business, but until the directors make such determination, one-half of the directors shall be a quorum.

72. Meetings of the board of directors may be held either within or without the Province of Alberta. The directors may make regulations in regard to the manner and time that notice shall be given of such meetings. Until such regulations are made, meetings of the board may be held at any time without formal notice if all the directors are present or those absent have signified their consent in writing to the meeting being held in their absence; and notice of any meeting where notice has not been dispensed with, delivered or mailed or telegraphed to each director at his ordinary address two (2) days prior to such meeting, shall be sufficient notice of any meeting of the directors. In computing such period of two (2) days the day on which such notice is delivered, mailed or telegraphed shall be included, and the day for which notice is given shall be excluded. Notice of any meeting, or irregularity in any meeting or in the notice thereof, may be waived by any director. The directors may by resolution appoint a regular time and place for meetings, and no further or other notice of such time and place than the entry of such resolution upon the minutes of the meeting at which it was passed shall be necessary. Immediately upon the conclusion of the annual general meeting a meeting of the directors shall be held and no notice of such meeting shall be necessary.

73. The president may, or the secretary shall at the request of a director, at any time convene a meeting of directors.

74. Questions arising at any meeting of directors shall be decided by a majority of votes, and in case of an equality of votes, the chairman shall have a second or casting vote.

75. The continuing directors may act notwithstanding any vacancy in their number; but if and so long as their number is reduced below the number fixed by or pursuant to the regulations of the Company as the necessary quorum of directors, the continuing directors may act only for the purpose of increasing the number of directors to that number or of summoning a general meeting of the Company, but for no other purpose.

76. The directors may appoint one of their number to be chairman of the board of directors, and in the absence of such appointment the president for the time being of the Company shall be chairman of the board. If the chairman is not present at any meeting at the time appointed for holding the same, the directors present shall choose some one of their number to be chairman of such meeting..

77. A meeting of the directors for the time being at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions by or under the regulations of the Company for the time being vested in or exercisable by the directors generally.

78. All acts done at any meeting of the directors, or by any person acting as a director shall, notwithstanding that it shall afterwards be discovered that there was some defect in the appointment of such directors, or that they or any of them were disqualified, be as valid as if every such person had been duly appointed and was qualified to be a director.

79. A resolution in writing, signed by all the directors without their meeting together, shall be as valid and effectual as if it had been passed at a meeting of the directors duly called and constituted, and shall be held to relate back to any date therein stated to be the effective date thereof.

80. If any director is called upon to perform extra service or to make any special exertions for any of the purposes of the Company, the Company may remunerate the director so doing either by a fixed sum or by a percentage of profits or otherwise, as may be determined by the directors, and such remuneration may be either in addition to or in substitution for his or her share in the remuneration above provided.

MINUTES

81. The directors shall cause minutes to be duly entered in books provided for the purpose:

(a) Of all appointments of officers;

(b) Of the names of directors present at each meeting of the directors and of any committee of directors;

(c) Of all resolutions made by the directors;

(d) Of all resolutions and proceedings of general meetings.

And any such minutes of any meeting of the directors of the Company, if purporting to be signed by the chairman of such meeting, or by the chairman of the next succeeding meeting, shall be receivable as prima facie evidence of the matters stated in such minutes.

POWERS OF DIRECTORS

82. The management of the business of the Company shall be vested in the directors who, in addition to the powers and authorities by these presents or otherwise expressly conferred upon them, may exercise all such powers and do all such acts and things as may be exercised or done by the Company and are not hereby or by statute expressly directed or required to be exercised or done by the shareholders in general meeting.

OFFICERS

83. The officers of the Company shall consist of a president and a secretary and such other officers as the directors may from time to time appoint. Any one person may fill more than one office. Such persons holding such offices, besides fulfilling any duties assigned to them by the directors, shall have such powers as are usually incidental to such offices.

84. The officers shall be elected by the board from amongst their number. The directors may appoint a temporary substitute for any of the above officers, who shall for the purposes of these presents be deemed to be the officer the position of whom he occupies.

MANAGING DIRECTOR

85. The directors may, from time to time, appoint one or more of their body to be managing director or managing directors of the Company, either for a fixed term or without any limitation as to the period for which he is or they are to hold such office, and may from time to time, subject to the provisions of any contract between him or them and the Company, remove or dismiss him or them from office and appoint another or others in his or their place or places.

86. A managing director shall, subject to the provisions of any contract between him and the Company, be subject to the same provisions as to resignation and removal as the other directors of the Company, and if he cease to hold the office of director from any cause he shall ipso facto and immediately cease to be a managing director.

87. The remuneration of a managing director shall, subject to the provisions of any contract between him and the Company, from time to time be fixed by the directors, and may be by way of salary, or commission or participation in profits, or by any or all of these modes.

SEAL

88. The Company shall have a corporate seal which shall be of such form and device as may be adopted by the directors, and the directors may make such provisions as they see fit with respect to the affixing of the said seal and the appointment of a director or directors or other persons, to attest by their signatures that such seal was duly affixed.

DIVIDENDS

89. Subject to the right of persons, if any, entitled to shares with special rights as to dividends, all dividends shall be paid to the members in proportion to the number of shares held by them, and if any part value shares have been issued and not paid for in full, in proportion to the percentage amounts paid up on such shares.

90. The directors may declare a dividend and shall fix a date as the record date for the determination of the shareholders entitled to such dividend and as against the Company a transfer of shares shall not pass the right to any dividend unless it be registered before such record date.

91. The directors declaring a dividend may direct payment of such dividend wholly or in part by the distribution of specific assets and in particular of paid-up shares, debentures or debenture stock of the company or of any other company or in any one or more of such ways, and the directors after declaring a dividend may direct that such dividend be applied in paying up shares of the capital of the Company

and that such paid-up shares be issued to the shareholders of the Company. The directors may settle any difficulty which may arise in regard to such distribution in such manner as they think expedient and may fix the value for distribution of such specific assets or any part thereof and may determine that cash payments shall be made to any members upon the footing of the value so fixed in order to adjust the rights of all parties and may vest any specific assets in trustees upon such trusts for the persons entitled to the dividend as may seem expedient to the directors.

92. The Company may deduct from the dividends payable to any member all such sums of money as may be due from him to the Company on account of debts, obligations or otherwise.

93. The Company may retain any dividends on which the Company has a lien and may apply the same in or towards satisfaction of the debts, liabilities or engagements in respect of which the lien exists.

94. Unless otherwise directed, any dividend or other payment required to be made to a shareholder may be paid by cheque on the bank of the Company sent through the post to the registered address of the member entitled to it, or in case of joint holders, to the registered address of that one whose name stands first on the register in respect of the joint holding; and every cheque or warrant so sent shall be made payable to the order of the person to whom it is sent, and in case of joint holders it may be made payable to the order of all such joint holders.

95. No dividend shall bear interest as against the Company.

96. All dividends unclaimed for one year after having been declared may be invested or otherwise made use of by the directors for the benefit of the Company.

RESERVES AND FUNDS

97. Before the declaration of a dividend, the directors may set aside any of the profits of the Company to create a reserve or reserves to provide for maintaining the property of the Company, replacing the wasting assets, meeting contingencies, forming an insurance reserve or equalizing dividends or for any other purposes whatsoever for which the profits of the Company may be lawfully used. The directors may also carry forward to the accounts of the succeeding year or years any profit or balance of profit which they shall not think fit to divide or to place to reserve.

98. The directors may create a fund or funds out of the assets of the Company not greater in amount than the reserve or reserves as hereinbefore provided for and may apply the fund or funds either by employing them in the business of the Company or by investing them in such manner (not being the purchase of, or by way of a loan upon, the shares of the Company) as they shall think fit, and the income arising from such fund or funds shall be treated as part of the profits of the Company for the year in which such income arose. Such fund or funds may be applied for the purpose of maintaining the property of the Company, replacing the wasting assets, meeting contingencies, forming an insurance fund or equalizing dividends or for any other purpose for which the profits of the Company may lawfully be used.

99. The directors may from time to time increase, reduce or abolish any reserve or reserve fund in whole or in part and may transfer the whole or any part to surplus.

ACCOUNTS

100. The directors shall cause true accounts to be kept of the sums of money received and expended by the Company and the matter in respect of which said receipts and expenditures take place, of all sales and purchases of goods by the Company and of the assets and liabilities of the Company.

101. The books of account shall be kept at the registered office of the Company or at such other place or places as the directors think fit, and shall always be open to the inspection of the directors.

102. The directors shall from time to time determine whether and to what extent and at what time and place and under what conditions or regulations the accounts and books of the Company, or any of them, shall be open to the inspection of members not being directors, and no member (not being a director) shall have any right of inspecting any account or book or document of the Company except as conferred by law or authorized by the directors or by the Company in general meeting.

103. At every annual general meeting the directors shall lay before the Company:

(a) A profit and loss account for the period, in the case of the first account, since the incorporation of the Company, and in any other case, since the preceding account, made up to date not more than four months or, in the case of the Company carrying on business or having interests without the Province, six months, before such annual meeting;

(b) A balance sheet signed on behalf of the board by two of the directors as at the date to which the profit and loss account is made up, and there shall be attached to such balance sheet a report by the directors with respect to the state of the Company's affairs, the amount, if any, which they recommend should be paid by way of dividend, and the amount, if any, which they propose to carry to the reserve fund, general reserve or reserve account shown specifically on the balance sheet or to be shown specifically on a subsequent balance sheet;

(c) The report of the auditors of the Company (which shall be read before the meeting) and a reference to the report shall be inserted at the foot of the balance sheet.

104. A copy of every such account, balance sheet and report shall at least five days previous to the meeting be served on each of the registered holders of shares in the manner in which notices are hereafter directed to be served.

NOTICES

105. Any notice may be served by the Company on any shareholders either personally or by sending it through the post in a prepaid envelope or wrapper addressed to such shareholder, or by telegraphing it prepaid to such shareholder at his address as the same appears in the books of the Company, or if no address is given therein, to the last address of such shareholder known to the secretary. If no address is known to the secretary a notice posted up in the registered office of the Company shall be deemed to be well served on such shareholder upon it being so posted up, and any notice sent by post shall be deemed to have been served on the day on which the envelope or wrapper containing the same is posted. With respect to every notice sent by post, it shall be sufficient to prove that the envelope or wrapper containing the notice was properly addressed and put into the post office or into one of Her Majesty's letter boxes.

106. All notices with respect to any shares to which two or more persons are jointly entitled shall be addressed to all such persons and served upon any one of such persons, and notice so given shall be sufficient notice to all holders of such shares.

107. Every person who by operation of law, transfer or by any other means whatsoever shall become entitled to any share or shares shall be bound by every notice in respect of such share or shares which previously to his name and address being entered on the books of the Company shall have been duly served upon the person from whom he derives his title to such share or shares.

108. Any notice or document delivered or sent by post or left at the address of any shareholder as the same appears on the books of the Company or posted in the registered office of the Company as hereinbefore provided, shall, notwithstanding such shareholder be then deceased and whether or not the Company have notice of his decease, be deemed to have been duly served in respect of the shares whether held solely or jointly with other persons by such shareholder until some other person is entered in his stead in the books of the Company as the holder or joint holder thereof, and such services shall for all purposes be deemed a sufficient service of such notice or document on his heirs, executors or administrators and on all persons, if any, jointly interested with him in such shares.

109. The signature to any notice to be given by the Company may be written, stamped, typewritten or printed or partly written, stamped, typewritten or printed.

110. Where a given number of days' notice or a notice extending over any other period is required to be given, the day of service of the notice and the day for which notice is given shall, unless it is otherwise provided be counted in such number of days or other period.

111. A certificate of the secretary or other duly authorized officer of the Company in office at the time of the making of the certificate as to the facts in relation to the mailing or telegraphing or delivery or posting up of any notice to any shareholder, director or officer or publication of any notice, shall be prima facie evidence thereof and shall be binding on every shareholder, director or officer of the Company, as the case may be.

112. It shall not be necessary for any notice to set out the nature of the business which is to come before a meeting of the directors and it shall not be necessary for any notice to set out the business which is to come before a meeting of the shareholders unless the same is special business.

113. A special general meeting and the annual general meeting may be convened by one and the same notice, and it shall be no objection to the said notice that it only convenes the second meeting contingently on any resolution being passed by the requisite majority at the first meeting.

RECORD DATE

114. The directors may fix a time in the future not exceeding thirty days preceding the date of any meeting of shareholders or the date fixed for the payment of any dividend or the making of any distribution or the delivery of evidence of any interests, or for the allotment of any subscription or other rights, or when any change or conversion or exchange of shares shall go into effect, as a record date for the determination of the shareholders entitled to notice of, and to vote at, any such meeting, or entitled to receive any such dividend or distribution or interests, or any such allotment of rights, or to exercise the rights in respect to any change, conversion or exchange of shares and only the members of record in the Company's registry books at the close of business on that date so fixed shall be entitled to such notice of, and to vote at, such meeting, or to receive such dividend, distribution, interests or allotment of rights, or to exercise such rights in respect to any such change, conversion or exchange of shares as the case may be notwithstanding any transfer of any shares on the registry books of the Company after any such record date fixed as aforesaid.

INDEMNITY

115. Except as otherwise hereinafter provided every director, manager, secretary and other officer or servant of the Company shall be indemnified by the Company against and it shall be the duty of the directors, out of the funds of the Company, to pay, all losses and expenses which any such director, manager, secretary, officer or servant shall incur or become liable to by reason of any contract entered into or act or thing done by him as such director, manager, secretary, officer or servant, or in any way in discharge of his duties including travelling expenses.

116. Any person made a party to any action, suit or proceedings by reason of the fact that he, his testator or intestate, is or was a director, manager, secretary, or other officer, agent or servant of the Company, or of any corporation which he served as such at the request of the Company, shall be indemnified by the Company against the reasonable expenses, including attorneys' fees, actually and necessarily incurred by him in connection with the defense of such action, suit or proceeding, or in connection with any appeal therein, except in relation to matters as to which it shall be adjudged in such action, suit or proceeding that such director, manager, secretary, or other officer, agent or servant is liable for negligence or misconduct in the performance of his duties. Such right of indemnification shall not be deemed exclusive of any other rights to which such director, officer or employee may be entitled. None of the provisions hereof shall be construed as a limitation upon the right of the Company to exercise its general power to enter into a contract or undertaking of indemnity with or for the benefit of any director, manager, secretary, or other officer, agent or servant in any proper case not provided for herein.

117. No director or other officer of the Company shall be liable for the acts, receipts, neglects or defaults of any other director or officer or for joining in any receipt or other act for conformity, or for any loss or expense happening to the Company through the insufficiency or deficiency of title to any property acquired by order of the directors for or on behalf of the Company or for the insufficiency or deficiency of any security in or upon which any of the moneys of the Company shall be invested, or for the loss or damage arising from the bankruptcy or insolvency or tortious act of any person with whom any moneys, securities or effects shall be deposited or for any loss occasioned by an error of judgment or oversight on his part or for any other loss, damage or misfortune whatever which shall happen in the execution of the duties of his office or in relation thereto, unless the same happen through his own dishonesty, unless it is otherwise provided in a contract of service with such director or officer.

MISCELLANEOUS

118. Notwithstanding anything to the contrary, either expressly or impliedly, contained in these presents, the Company shall be a "private Company" within the meaning of the Statutes and the following provisions shall have effect and be applicable thereto, namely:

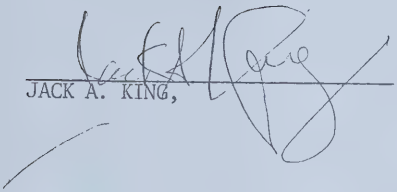
(a) The number of members for the time being of the Company shall be restricted to fifty (50) exclusive of persons who are in the employment of the Company and persons who, having been formerly in the employment of the Company were, (while in such employment, and shall have continued after the termination of such employment, to be shareholders of the Company), provided that where two (2) or more persons hold one or more shares in the Company jointly they shall for the purpose of this Article, be treated as a single shareholder.

(b) No invitation shall be made to the public to subscribe for any shares or debentures of the Company.

~~(c) The right of shareholders to transfer or dispose of their shares shall be~~ ~~any~~ subject to the following restriction, that is to say: That a share may not be transferred ~~except if~~ such transfer be approved or consented to ~~by resolution of the Board of Directors~~.

(c) No shares shall be transferred, except upon succession, without the consent in writing of the other shareholders of the same class, nor shall any shareholders sell or otherwise dispose of any of his shares without the consent in writing of the other shareholders of the same class, unless and until the shares have first been offered to the other shareholders of the same class pro rata, at a price not greater than any bona fide offer received by or acceptable to the shareholder proposing to transfer or sell such shares.

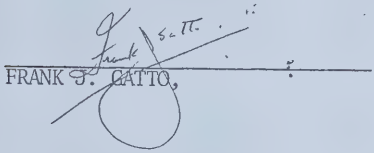
NAMES, ADDRESSES AND DESCRIPTIONS OF SUBSCRIBERS



JACK A. KING,

#214, 513 - 8th Avenue, S.W.
Calgary 2, Alberta

Lawyer



FRANK J. CATTO,

3319 Barrett Place, N.W.
Calgary 48, Alberta

Consultant

DATED at the City of Calgary, in the Province of Alberta, this 2nd day

of September, A. D. 1970.

WITNESS:

Amy L. Moore

of #214 513 - 8th Ave. SW Calgary 2.

Certificate

Canada
Province of Alberta

I Hereby Certify that PERSONA CARE LTD., a company incorporated under The Companies Act of Alberta, on the 15th day of September, 1970, is at this date in good standing on the records of this office.

Certificate

Province of Alberta

I Hereby Certify that PERSONA CARE LTD., a company incorporated under The Companies Act of Alberta, on the 15th day of September, 1970, is at this date in good standing on the records of this office.

Given under my hand and seal at Edmonton this - twentieth - day of - October -, one thousand nine hundred and - seventy -

(Harold J. Thomas)
Deputy Registrar of Companies

November 20, 1970

Mr. C.K. Huckvale
Provincial Auditor
B402 Terrace Building
Edmonton, Alberta

Dear Mr. Huckvale:

This letter is to confirm that PERSONA CARE LIMITED has provided a satisfactory bond and insurance pursuant to the contract dated the 30th day of October, 1970 made between PERSONA CARE LIMITED and the MINISTER OF SOCIAL DEVELOPMENT and the MINISTER OF PUBLIC WORKS.

Yours sincerely,

Raymond A. Speaker
Minister of Social Development

NUMBER S 6324

Simcoe & Erie General Insurance Company

HEAD OFFICE — HAMILTON, CANADA

BOND NO. S 6324 AMOUNT: $75,000.00

KNOW ALL MEN BY THESE PRESENTS, that PERSONA CARE LTD. (hereinafter called the Principal), as Principal, and SIMCOE & ERIE GENERAL INSURANCE COMPANY (hereinafter called the Surety) as Surety, are held and firmly bound unto Her Majesty the Queen in the right of the Province of Alberta (hereinafter called the Obligee) in the sum of SEVENTY-FIVE THOUSAND DOLLARS ($75,000.00) of lawful money of Canada, for the payment of which sum, well and truly to be made, the said PERSONA CARE LTD. bind ourselves, our heirs, executors, administrators and assigns, and we the said SIMCOE & ERIE GENERAL INSURANCE COMPANY bind ourselves, our successors and assigns, jointly and severally by these presents.

WHEREAS the Principal has entered into a written contract with the Obligee, dated the ~~1st~~ 30th day of ~~November~~ October, 1970, for the operations of a service for single transient men in the City of Calgary.

NOW THEREFORE, the condition of this obligation is such that the Principal shall well and faithfully perform all the obligations of the said contract on the part of the Principal to be observed and performed.

PROVIDED that if the said Principal or Surety at any time gives two calendar months' notice in writing to the Minister of the Department of Social Development of the Province of Alberta, of intention to terminate the obligation hereby undertaken, then this obligation shall cease and determine in respect only of any act, matter or thing taking place, arising or done subsequent to the date named in the notice of the termination of the obligation hereby undertaken but shall remain in full force and effect in respect of all acts, matters and things taking place, arising or done from the date hereof to the date of such termination. Notice of any claim hereunder

shall be made upon the Surety within two years following the date of termination as herein provided.

IN TESTIMONY WHEREOF, the Principal has hereto set its hand and affixed its seal, and the Surety has caused these presents to be sealed with its corporate seal duly attested by the signature of its Attorney In Fact, this 12th day of November, 1970.

SIGNED, SEALED AND DELIVERED
in the presence of:

PERSONA CARE LTD.

Principal - President

Principal - Vice President

Principal - Secretary Treasurer

SIMCOE & ERIE GENERAL
INSURANCE COMPANY

by: M. L. CHARTER, Attorney In Fact

BOND NO. S 6324

PRINCIPAL: PERSONA CARE LTD.

Simcoe & Erie General Insurance Company

AGENT:
REED SHAW OSLER LIMITED
360 ELVEDEN HOUSE
CALGARY, ALBERTA

NO. M.U.P.

antile Composite Policy

ADIAN INDEMNITY COMPANY

OFFICE WINNIPEG 1, CANADA

REPLACING POLICY NO.

NEW

Name of Insured: PERSONA CARE LIMITED

Location of Premises: 631 - 7th Avenue S.E. CALGARY, Alberta.

Description of operations of the Insured: Men's Hostel

Building description and occupancies: (a) wall construction Masonry (b) roofing Masonry

(c) number of storeys Three (d) other occupancies Nil

Policy Period: From NOVEMBER 16th, 1970 To NOVEMBER 16th, 1973

each date at noon, Standard Time at the address stated in this policy.

Loss, if any, payable as follows: Chattels & Equipment to the Provincial Treasurer Department of Public Works.

Insurance is provided for only those coverages for which Riders are attached and specific limits of insurance are stated.

COVERAGE	LIMITS OF LIABILITY	Co-insurance % (if any)	Rate	PREMIUMS
I. Fire and E.C.				
(a) Building	$			$
(b) Fixtures and Equipment	$			$
(c) Stock	$			$
(d) Business Interruption	$			$
(e) Rental Income	$			$
(f)	$			$
II. Burglary and Robbery				
(a) Inside Robbery	$			$
(b) Outside Robbery	$			$
(c) Safe Burglary	$			$
(d) Stock Burglary	$			$
(e) Storekeepers	$			$
(f)	$			$
III. Liability (excluding automobiles)				
(a) Bodily Injury	$ 1,000,000.00	As Per Rider		$
(b) Property Damage	$ Inclusive	Attached		$
Medical Payments	$			$
Tenants Legal Liab.	$ 1,500,000.00	As Per Rider Attached.		$
	$			$
IV. Glass	As Per Rider Attached			$
V. Multi Peril/Miscellaneous				
(a) Commercial Property	$ 50,000.00	80%		$
(b) Floater	$			$
(c)	$			$

Instalments

Effective Date $ 704.00

1st anniversary $ 704.00

2nd anniversary $ 704.00

Total	$ 2,012.49
Credit for Existing Insurance	$ NIL
Total	$ 2,012.49
Discount	$ NIL
Premium Payable	$ 2,012.49

AGENT

REED SHAW OSLER LIMITED,
CALGARY, ALBERTA.

Countersigned this 13th day of NOVEMBER, 1970

Authorized Agent Per

No. of Policy.....

No. of Renewal.....

Amount Insured.....

	Day	Mth.	Yr.
Date of Cancellation.....			
Date of Policy.....			
Time in force.....			

If Annual, Give Number of Days in Force

Premium Paid.....$.....

Premium Earned at.....rate $.....

Premium Returned, $.....

If Pro Rata, State Reason Why

.....

.....

RECEIPT FOR CANCELLATION
TO BE SIGNED BY THE INSURED

$..... .....19.....

In consideration of.....Dollars, return Premium the receipt of which is hereby acknowledged, this Policy is cancelled and surrendered to The Canadian Indemnity Company, and the Interim and Renewal Certificate (if any) for same, acknowledged to be of none effect.

.....
Insured.

Policy Conditions Applicable to all Coverages Except as these Conditions may be Modified or Supplemented by the Riders or Endorsements Attached.

TERMINATION OF INSURANCE

1. (1) The insurance may be terminated:

(a) subject to the statutory provision relating to cases where loss under the contract has, with the consent of the Insurer, been made payable to some person other than the Insured, by the Insurer giving to the Insured at any time fifteen days notice of cancellation by registered mail, or five days notice of cancellation personally delivered, and, if the insurance is on the cash plan, by refunding the excess of premium actually paid by the Insured beyond the pro rata premium for the expired time;

(b) if on the cash plan, by the Insured giving written notice of termination to the Insurer, in which case the Insurer shall, upon surrender of this Policy, refund the excess of premium actually paid by the Insured beyond the customary short rate for the expired time.

(2) Repayment of the excess premium may be made by money, postal or express company money order, or by cheque payable at par.

(3) If the notice is given by registered letter the repayment shall accompany the notice.

(4) The fifteen days mentioned in clause (a) of sub-paragraph (1) of this condition shall commence to run from the day following the receipt of the registered letter at the post office to which it is addressed.

MISREPRESENTATIONS

2. If any person applying for insurance falsely describes the property to the prejudice of the Insurer, or misrepresents or fraudulently omits to communicate any circumstance which is material to be made known to the Insurer in order to enable it to judge of the risk to be undertaken, the contract shall be void as to any property in relation to which the misrepresentation or omission is material.

CHANGE OF INTEREST

3. The Insurer shall be liable for loss or damage occurring after an authorized assignment under the Bankruptcy Act or change of title by succession, by operation of law, or by death.

MATERIAL CHANGE

4. Any change material to the risk and within the control and knowledge of the Insured shall avoid the contract as to the part affected thereby, unless the change is promptly notified in writing to the Insurer or its local agent; and the Insurer when so notified may return the unearned portion, if any, of the premium paid and cancel the contract, or may notify the Insured in writing that, if he desires the contract to continue in force, he must, within fifteen days of the receipt of the notice, pay to the Insurer an additional premium; and in default of such payment the contract shall no longer be in force and the Insurer shall return the unearned portion, if any, of the premium paid.

PROPERTY OF OTHERS

5. Unless otherwise specifically stated in the contract, the Insurer is not liable for loss or damage to property owned by any person other than the Insured, unless the interest of the Insured therein is stated in the contract.

THIS POLICY IS MADE AND ACCEPTED SUBJECT TO THE FOREGOING STIPULATIONS AND CONDITIONS AND TO THE CONDITIONS PRINTED HEREIN, WHICH ARE HEREBY SPECIALLY REFERRED TO AND MADE A PART OF THIS POLICY together with such other provisions, agreements or conditions as may be endorsed hereon or added hereto.

IN WITNESS WHEREOF The Canadian Indemnity Company has caused this policy to be signed by its President and Secretary but the same shall not be binding upon the Company until countersigned by a duly authorized representative of the Company.

For Countersigned.....
(AUTHORIZED REPRESENTATIVE)

Date.....

W. G. Gresham
Secretary

President

Form P9-3M-2-70

RIDER No. 4

COVERAGE III
COMPREHENSIVE BUSINESS LIABILITY

DECLARATIONS

The following Declarations are warranted by the Insured to be true, and the Policy is issued in consideration thereof.

1. Name of Insured PERSONA CARE LIMITED

2. (a) Address 631 - 7th Avenue S.E., CALGARY, ALBERTA. (b) State if Corporation or Co-partnership CORPORATION

3. Business Operations MEN'S HOSTEL

4. Limits of Liability under Insuring Agreements (Optional as to (a) "Individual Limits" or (b) "Inclusive Limits").

(a) No. 1	$ COVERED	each person	$ COVERED	each occurrence	No. 2	$COVERED	each accident
No. 3	$ COVERED	each person	$ COVERED	each occurrence	No. 4	$COVERED	each accident
No. 5	$ COVERED	each person	$ COVERED	each occurrence	$1,000,000.00		Annual Aggregate
No. 6	$ COVERED	each accident	$ 1,000,000.00				Annual Aggregate

(b) The Limit of the Company's Liability for all damages arising out of one occurrence in respect of Bodily Injury or Death and arising out of one accident in respect of damage to the property of others shall not exceed $ 1,000,000.00

(**Insert the words NOT COVERED or NOT APPLICABLE where appropriate**)

5. Are explosives used in connection with the above work? NO

6. Is wrecking or demolition to be covered by this policy? NO

7. Has any Company declined or canceiled insurance on any risk to be covered during the past three years? NO

8. Have any accidents occurred during the past three years in connection with the business operations of the Insured? NO

THIS POLICY IS SUBJECT TO THE FOLLOWING CONDITIONS

Limits of Liability A. The Limits of Liability expressed in the declarations as applicable to "each person" is the limit of the Company's liability for all damages arising out of bodily injury to, illness or death of one person in any one occurrence; the limit of such liability expressed in the declarations as applicable to "each occurrence" is, subject to the above provisions respecting each person, the total limit of the Company's liability for all damages arising out of bodily injury to, illness or death of two or more persons in any one occurrence.

The Limits of Liability expressed in the declarations for damage to property of others apply to any one accident however many claims may arise therefrom.

Where Inclusive Limits are provided, the Limit of Liability expressed in the Declarations for Bodily Injury or Death or damage to the property of others applies to any one occurrence or accident, however many claims may arise therefrom.

Under Insuring Agreements 5 and 6 of No. 4 of the Declarations, annual aggregate means that this Limit of Liability is the aggregate liability of the Company during any one policy year. Where Inclusive Limits are provided, the inclusive limit shall also be the annual aggregate limit, unless otherwise stated.

Under Insuring Agreement 5 of No. 4 of the Declarations, if merchandise, products or containers from one prepared or acquired lot shall, after the Insured has relinquished possession of such merchandise, products or containers to others, result in bodily injury or illness including death resulting therefrom to more than one person, the injury to all persons proceeding from the common cause shall be considered as constituting one occurrence, and under Insuring Agreement 6, if merchandise, products or containers from one prepared or acquired lot shall, after the Insured has relinquished possession of such merchandise, products or containers to others, result in damage to or destruction of property of others, the damage and destruction proceeding from the common cause shall be considered as constituting one accident under the provisions of this policy.

Notice to Company B. The Insured shall give to the Company or its duly authorized agent, immediate written notice with all available particulars of any occurrence involving injuries, illness or death to persons or damage to property of others and of any claim made on account thereof and shall forward immediately to the Company every writ, letter, document or advice received from or on behalf of the claimant.

Co-operation of Insured in Claim Settlement C. The Insured shall not voluntarily assume any liability or settle any claim except at his own cost. The Insured shall not interfere in any negotiations for settlement or in any legal proceeding, but whenever requested by the Company shall aid in securing information and evidence and the attendance of any witness, and shall co-operate with the Company except in a pecuniary way in the defence of any action or proceeding or in the prosecution of any appeal.

Action Against Company D. No action shall lie against the Company unless, as a condition precedent thereto, the Insured shall have fully complied with all the conditions hereof, nor until the amount of the Insured's obligations to pay shall have been determined either by final judgment against the Insured after actual trial or by written agreement of the Insured, the claimant, and the Company, nor in either event unless suit is instituted within one year after the date of such judgment or written agreement.

Any person or his legal representative who has secured such judgment or written agreement shall thereafter be entitled to recover under the terms of this policy in the same manner and to the same extent as the Insured. Nothing contained in this policy shall give any person or organization any right to join the Company as a co-defendant in any action against the Insured to determine the Insured's liability.

Subrogation E. In the event of any payment under this policy and to the extent of such payment, the Company shall be subrogated to all the Insured's rights of recovery therefore against any person or corporation and the Insured shall execute all papers necessary and shall co-operate with the Company to secure to the Company such rights.

Other Insurance F. If other valid insurance or indemnity exists protecting the Insured or any person or organization entitled to protection hereunder, from liability for bodily injuries, illness or death or damage to property of others, this policy shall be null and void in respect of such specific hazard otherwise covered, whether the Insured is specifically named in said other policy or not; provided, however, that if the limits of insurance in this policy are in excess of the limits provided by said other insurance this policy shall provide excess insurance against said hazard in an amount sufficient to give the Insured a combined amount of protection equal to the limits of this policy.

This clause shall under no circumstances be construed to the prejudice of the Insured who shall at all times be entitled to insurance, service and defence under this policy in the same manner and to the same extent as though such other insurance did not exist. The liability of the Company, however, shall in no event exceed the limits as set forth herein.

Cancellation G. This policy may be cancelled by the named Insured by mailing to the Company written notice stating when thereafter such cancellation shall be effective. This policy may be cancelled by the Company by mailing to the named Insured at the address shown in this policy written notice stating when not less than fifteen days thereafter such cancellation shall be effective. The mailing of notice as aforesaid shall be sufficient proof of notice and the effective date (and hour) of cancellation stated in the notice shall become the end of the policy period. Delivery of such written notice either by the named Insured or by the Company shall be equivalent to mailing.

If the named Insured cancels, earned premium shall be computed in accordance with the customary short rate table and procedure. If the Company cancels, earned premium shall be computed pro rata. Premium adjustment may be made at the time cancellation is effected and, if not then made, shall be made as soon as practicable after cancellation becomes effective. The Company's cheque or the cheque of its representative mailed or delivered as aforesaid shall be a sufficient tender of any refund of premium due to the named Insured.

Suspension H. This policy may be suspended as to any or all of the business operations covered hereby, by the Company, its representative or agent, for any cause but may thereafter be reinstated. Notice of suspension or reinstatement mailed or delivered to the address of the Insured herein given shall be sufficient notice.

Basis of Premium I. The premium charged at the inception of this policy is based upon insurance exposures arising from the Insured's existing operations; because of possible change in, extension or curtailment of said existing operations during the policy period said premium must be provisional only; actual premium shall be computed by applying the Company's rates and rules in effect as of the inception date of the policy where applicable for the period of exposure to such of the following as may be the basis of premium computation, (1) the total remuneration earned by employees of the Insured, (2) each 100 square feet of floor area and each lineal foot of street frontage, (3) each elevator or escalator, (4) gross receipts, (5) each Contractual agreement, (6) total cost of work performed for the Insured by independent contract (including costs of labor and material used in the execution of such work), (7) the amount expended for the hiring or leasing of any vehicles, or (8) any basis of rating not herein mentioned applicable to the risk insured hereunder.

In the event the information developed by audit or statement discloses that the actual premium for each annual period of this policy, based on the actual exposures existing or arising during said period and computed as aforesaid, is in excess of the provisional premium charged for said period, the Insured shall immediately pay to the Company the additional premium for such excess; if the actual premium is less than the said provisional premium, the Company shall refund the excess of premium paid; but in no event shall the Company receive less than the sum of the minimum premiums applicable to each type of insurance afforded by this policy.

Inspection and Audit J. The Insured shall, when requested by the Company, furnish the Company with a written statement of such information as may be necessary for the adjustment of premium for risks covered by this policy. The Company shall be permitted at all reasonable times to inspect the plants, works, machinery, appliances and premises covered by this policy and to examine the Insured's books and records at any time during the policy term and within one year after policy termination for the purpose of determining the actual premium for this policy.

Assignment of Interest K. No assignment of interest under this policy shall bind the Company unless its consent is endorsed thereon. If the death, insolvency or bankruptcy of the Insured shall occur during the policy period, this policy, during the unexpired portion of such period, shall cover the legal representative of the insured provided notice shall be given to the Company in writing within thirty (30) days after the date of such death, insolvency or bankruptcy.

Policy Changes L. No provision or condition of this policy shall be waived or altered except by endorsement attached hereto and duly signed by an authorized official of the Company. Notice given to or the knowledge of any agent or any other person, whether received or acquired before or after the date of this policy, shall not be held to waive any of the terms or conditions or statements of the policy.

Special Statutory Provisions M. If any condition of this policy, relating to limitation of time for notice of accident or for institut- such Statutory

THE CANADIAN INDEMNITY COMPANY

COMPREHENSIVE BUSINESS LIABILITY

This document does not form part of the contract but is used for premium computation only.

A. OWNERS', LANDLORDS' AND TENANTS' — LOCATION OF PREMISES	Part Occupied by Insured	Nature of Occupancy	Area	Frontage	Annual 3 yr Ann. Adj. RATES B.I.	P.D.	Annual 3 year DEPOSIT B.I.	P.D.
631 - 7th Avenue S.W., CALGARY, Alberta.		Men's Hostel						
		Area Approx.	54,000		.26	.162	140.40	87.48
		Front Approx.		255	.26	.162	65.30	41.31
B. CONTRACTUAL — Liability assumed under lease agreements, side track agreements, power contracts, purchase orders, compliance certificates, leases for signs or refrigerators, etc., copy of each agreement to be attached.								
HOLD HARNESS AGREEMENT WITH THE PROVINCE OF ALBERTA.							INCLUDED	INCLUDED
C. MANUFACTURERS' AND CONTRACTORS' ..... Year(s) — CLASSIFICATION OF OPERATIONS — Estimated Payroll								
D. OWNERS' AND CONTRACTORS' PROTECTIVE ..... Year(s) EXCLUDING HIRED VEHICLES — DESCRIPTION AND LOCATION OF WORK — Estimated Cost of Work Sub-Let								
HIRED VEHICLES No. of A's ..... B's ..... Est. Cost of Hire							54.00	
COVERAGE AS PER ENDORSEMENT NO. –								
F. ELEVATORS — LOCATION OF BUILDING WHERE SITUATED — Type of Elevator								
ONE DUMB WAITER							INCLUDED	INCLUDED
G. PRODUCTS OR COMPLETED OPERATIONS ..... Year(s) — Classification — Estimated Receipts or Sales (If Other Basis Give Details)								
H. Employer's Liability and Voluntary Compensation ..... Year(s) — COVERAGE AS PER ENDORSEMENT No. ..... — Estimated Payroll								
PERSONAL INJURY AS PER ENDORSEMENT ATTACHED							135.00	
					Term: 3 yrs. (1 or 3 yrs.)		394.70	128.79
					Combined Total:			

Form P-27-2-67

ENDORSEMENT No.

Tenant's Fire Legal Liability

In consideration of an additional premium of Included and subject to the terms of this endorsement and the conditions of the Policy to which this Endorsement is attached, the Company hereby agrees with the Insured to pay, on behalf of the Insured, all sums which the Insured shall become obligated to pay as damages by reason of the Liability imposed by law upon the Insured for injury to or destruction of structures or portions thereof, and building fixtures permanently attached thereto, including loss of use thereof, rented to or occupied by the Insured, described and located as specified below, if such injury or destruction is caused by accident and arises out of the perils listed below:

(1) Perils Insured Against:

Fire, explosion, smoke damage, and sprinkler leakage.

(2) Description, including location and construction, of structures Insured.	Limit of Liability	Rate	Premium
Fire Resistive Mens Hostel 631 - 7th Avenue S.E., CALGARY, Alberta.,	1.500.000	.03	$450.00 (Included)

(3) EXCLUSIONS:

This Policy excludes insurance against liability:

1. Arising out of damage or destruction caused intentionally by or at the direction of the Insured.
2. For damage assumed by the Insured under a contractual undertaking with his landlord, except liability for damage for which, in the absence of such undertaking, the Insured would otherwise be liable.
3. Arising out of extraordinary alterations, additions or repairs, unless notice is given and consent of the Insurer obtained in writing.

(4) DEFINITIONS:

Explosion: The term "Explosion" shall be limited, as regards explosion originating in devices or apparatus owned, controlled or operated by the Insured, to explosion caused by the ignition of explosives, dust, gas or other inflammable substances, but shall not include explosion originating in internal combustion engines.

Anything heretofore to the contrary notwithstanding, the term "explosion" shall also include explosion however caused of:

(a) Cylinders of the replaceable service type, which are not owned by the Insured and filled and re-filled off the premises.

(b) In the case of risks occupied as private dwelling houses only and so described in the policy, hot water boilers and their expansion tanks and, if not heated by steam generated on the premises, water heaters and hot water storage tanks.

Smoke Damage: The term "Smoke" shall mean smoke due to a sudden, unusual and faulty operation of any stationary boiler or furnace or its apparatus used solely or partly for heating the premises insured or for warming water. There shall in no event be any liability hereunder with respect to:

(a) Any accumulative damage or depreciation resulting from operation of the boiler or furnace.

(b) Smoke from any open fireplaces or stoves.

(c) Smoke from any furnace or apparatus used solely for cooking, power or process. (Any such furnace or apparatus shall not be deemed as used for heating the premises by sole virtue of radiation therefrom.)

Sprinkler Leakage: The term "Sprinkler Leakage" shall mean the leakage or discharge of water or other fluid from within the equipment used solely or chiefly for fire protection purposes of the property insured and located on the premises insured or adjacent thereto, and loss or damage caused by the fall or breakage of said equipment.

Nothing herein contained shall be held to vary, alter, waive or extend any of the statements, agreements, exclusions or conditions of the undermentioned policy other than as above stated.

This endorsement shall be effective from twelve o'clock noon of the 16th day of November, 1970

And forms part of Policy No. M.C.P. 24208 of **THE CANADIAN INDEMNITY COMPANY.**

Issued to PERSONA CARE LIMITED

Dated at CALGARY, ALBERTA. the 13th day of NOVEMBER, 1970

Agency REED SHAW OSLER LIMITED

Countersigned by .....

Per _____ Authorized Agent.

Secretary President.

Form C-146

ENDORSEMENT

PERSONAL INJURY

1. In consideration of an additional premium of INCLUDED , it is hereby understood and agreed that the policy of which this endorsement forms a part is extended to cover the liability imposed by law upon the Insured for claims arising out of:

(a) False arrest, malicious prosecution or wilful detention or imprisonment;

(b) Libel, slander or defamation of character;

(c) Invasion of privacy, wrongful eviction or wrongful entry.

2. The insurance provided by this endorsement does not apply:

(a) to liability assumed by the Insured under any contract or agreement;

(b) to injury caused by the wilful violation of a penal statute or ordinance committed by or with the knowledge or consent of an Insured;

(c) to acts committed in connection with advertising, broadcasting or telecasting by or in the interest of the named Insured;

(d) to injury sustained by any person who is an employee of the named Insured at the time of the offense causing the injury.

The Exclusions of the Policy do not apply to this endorsement.

3. Subject to Paragraph 4 below, (a) the limit of liability stated below as applicable to "each person" is the limit of the Company's liability hereunder for all damages on account of injury sustained by one person or organization, and (b) the limit of liability stated below as "aggregate" is, subject to the above provision respecting each person, the total limit of the Company's liability hereunder for all damages in any one policy year. The foregoing limits apply to all damages covered by this endorsement, whether or not the policy applies to such damages in the absence thereof, and the limits stated in the Declarations do not apply to such damages.

4. If a participation percentage is stated in the schedule for the Insured, the Company shall not be liable for a greater proportion of any loss than the difference between each percentage and one hundred percent, and the balance of the loss shall be borne by the Insured; provided, the Company may pay the Insured's said proportion of a loss to effect settlement of the loss and, upon notification of the action taken, the named Insured shall promptly reimburse the Company therefor.

Limits of Liability: 250,000.00 each person
250,000.00 Aggregate

Insured's participation: 10 %

Nothing herein contained shall be held to vary, alter, waive or extend any of the statements, agreements, exclusions or conditions of the undermentioned policy other than as above stated.

This endorsement shall be effective from twelve o'clock noon of the 16th day of November, 1970

And forms part of Policy No. MCP 24208 of THE CANADIAN INDEMNITY COMPANY.

Issued to PERSONA CARE LIMITED

Dated at CALGARY, ALBERTA. the 16th day of NOVEMBER, 1970

Agency REED SHAW OSLER LIMITED

Countersigned by ... Per ... Authorized Agent.

Secretary President

FORM C-156 8-64

(ATTACH RIDERS HERE)

The Insurer hereby agrees with the Insured, herein named and designated as such, in the declarations, in consideration of an agreed premium and subject to the insuring agreements, exclusions, limits of liability and other terms of this policy as follows:

INSURING AGREEMENTS

TO PAY ON BEHALF OF THE INSURED

1. Bodily Injury or Illness—All sums resulting from the liability imposed by law upon the Insured for loss or damage, including damages for care and loss of services because of bodily injury to or the illness or death of any person or persons.

2. Damage to Property of Others—All sums resulting from the liability imposed by law upon the Insured for damage to or destruction of property of others of any or every description, including the loss of use thereof, caused solely and directly by an accident.

3. Contractual Bodily Injury or Illness—All sums resulting from the liability imposed by law upon any third party for loss or damage because of bodily injury to, or the illness or death of any person or persons where the Insured has incurred liability therefore under the terms of an agreement wholly in writing.

4. Contractual Damage to Property of Others—All sums resulting from the liability imposed by law upon any third party for damage to or destruction of property of others caused solely and directly by an accident where the Insured has incurred liability therefore under the terms of an agreement wholly in writing.

5. Products Bodily Injury—All sums resulting from the liability imposed by law upon the Insured for loss or damage resulting from bodily injury to or the illness or death of any person or persons arising out of:

(a) the handling or use of or the existence of any condition in merchandise, products or containers manufactured, sold, handled or distributed by the Insured after the Insured has relinquished possession of such merchandise, products or containers to others and away from premises owned by, rented to or controlled by the Insured;

(b) completed operations, if the accident occurs after such operations have been completed or abandoned at the place of occurrence thereof and away from premises owned by, leased to, or controlled by the Insured, provided operations shall not be deemed incomplete because improperly or defectively performed, or because further operations may be required pursuant to an agreement.

6. Products Damage to Property of Others—All sums resulting from the liability imposed by law upon the Insured for damage to or destruction of property of others arising out of:

(a) the handling or use of, or the existence of any condition in merchandise, products, or containers, manufactured, sold, handled or distributed by the Insured, which damage or destruction is caused by accident occurring during the policy period but after the Insured has relinquished possession of such merchandise, products, or containers to others and away from premises owned by, leased to, or controlled by the Insured;

(b) completed operations, if the accident occurs after such operations have been completed or abandoned at the place of occurrence thereof and away from premises owned by, leased to, or controlled by the Insured, provided operations shall not be deemed incomplete because improperly or defectively performed, or because further operations may be required pursuant to an agreement.

7. To Serve the Insured upon notice of such bodily injury, illness or death, or damage to property of others, by investigation and by such negotiations or settlement of any resulting claims as may be deemed expedient.

8. To Defend in the name and behalf of the Insured, suits which may be instituted against him alleging such bodily injury, illness or death, or damage to property of others, and demanding damage on account thereof even if such suit is groundless, false or fraudulent.

9. To Pay (1) All costs taxed against the Insured in any such defended suit and any interest accruing after date of judgment upon that part of the judgment which is within the limits of the Company's Liability, and

(2) All premiums on bonds or to furnish such bonds to release attachments for an amount not in excess of the applicable limits of liability of this policy, all premiums on appeal bonds or to furnish such bonds required in any such defended suit, and

(3) All expenses incurred by the Company for investigation, negotiation or defence, and

(4) The expenses incurred by the Insured for such immediate medical or surgical relief as shall be imperative at the time any such injury is sustained and before regular medical or surgical care can be given.

10. The Coverage given by this policy applies only to accidents or occurrences arising out of and incidental to the business operations of the Insured and originating during the policy period.

The liability of the Company under clauses 7, 8 and 9 is in addition to the applicable Limit of Liability of this policy.

SPECIAL PROVISIONS

1. Insured—The unqualified word "Insured" shall include the named insured and also any partner, executive officer, director or stockholder thereof while acting within the scope of his duties as such.

2. Cross Liability—The insurance afforded by this policy shall apply to any action brought against any of the Insureds by any other Insured in the same manner as though separate policies were issued to each.

3. Gross Liability—Where there is more than one named Insured, nothing herein shall operate to increase the Company's Liability as set forth elsewhere in this policy beyond the amount or amounts for which the Company would be liable if there had been only one named Insured.

4. Automobile—The word "Automobile" shall apply to any motor vehicle, trailer, semi-trailer or other self-propelled vehicle which is obliged by law to carry a license.

5. Nuclear Energy—As used in this policy:

(i) The term "nuclear energy hazard" means the radioactive, toxic, explosive or other hazardous properties of radioactive material;

(ii) The term "radioactive material" means uranium, thorium, plutonium, neptunium, their respective derivatives and compounds, radioactive isotopes of other elements and any other substances that the Atomic Energy Control Board may, by regulation, designate

as being prescribed substances capable of releasing atomic energy, or as being requisite for the production, use or application of atomic energy;

(iii) The term "nuclear facility" means:

(a) any apparatus designed or used to sustain nuclear fission in a self-supporting chain reaction or to contain a critical mass of plutonium, thorium and uranium or any one or more of them;

(b) any equipment or device designed or used for (i) separating the isotopes of plutonium, thorium and uranium or any one or more of them, (ii) processing or utilizing spent fuel, or (iii) handling, processing or packaging waste;

(c) any equipment or device used for the processing, fabricating or alloying of plutonium, thorium and uranium or any one or more of them if at any time the total amount of such material in the custody of the Insured at the premises where such equipment or device is located consists of or contains more than 25 grams of plutonium or uranium 233 or any combination thereof, or more than 250 grams of uranium 235;

(d) any structure, basin, excavation, premises or place prepared or used for the storage or disposal of waste radioactive material; and includes the site on which any of the foregoing is located, together with all operations conducted thereon and all premises used for such operations.

(iv) With respect to property; loss of use of such property shall be deemed to be damage to or destruction of property.

6. Territory—The coverage given by this policy applies anywhere in Canada and the Continental United States of America.

7. Liability Under Contract—Notwithstanding anything contained in Insuring Agreement No. 3 and Insuring Agreement No. 4 this policy shall cover bodily injury and/or damage to property of others for which, in the absence of a contract or agreement, the Insured would otherwise be liable.

EXCLUSIONS

The coverage given by this policy does not apply to:

1. The ownership, maintenance, use or operation of any aircraft, or of any automobile, or of vessels over 500 tons gross registry.

2. The liability imposed upon the Insured by any Workmen's Compensation Plan or Agreement or for bodily injury to or the illness or death of any employee of the Insured while engaged in the business operations of the Insured.

3. The handling or use of or the existence of any condition in merchandise, products or containers manufactured, sold, handled or distributed by the Insured after the Insured has relinquished possession thereof to others and away from the premises owned by, rented to or controlled by the Insured unless such risk is specifically insured by this policy and the limits of liability therefore stated in the declarations.

4. Construction, installation or repair operations of the Insured for another after such operations have been completed or abandoned unless such risk is specifically insured by this policy and the limits of liability therefore stated in the declarations.

5. The rendering of professional services or the omission thereof.

6. (a) Loss or damage to property owned, rented or occupied by the Insured.

(b) Any other property used by, or in the care, custody or control of the Insured other than with respect to liability assumed under any sidetrack or sidewalk crossing agreement or elevator or escalator agreement.

(c) Loss or damage to any personal property or any fixtures arising out of or in any way resulting from any work performed thereon by the Insured or anyone on his behalf.

7. (a) The collapse of, or structural injury to any building, structure, work or installation due to excavation, pile driving, caisson work, or any other work below the surface of the ground.

(b) Moving, shoring, underpinning, raising or demolition of any building, structure, work or installation.

8. Bodily injury, sickness or disease, including death at any time resulting therefrom, caused intentionally by or at the direction of the Insured.

9. Injury, sickness, disease, death, damage or destruction

(a) with respect to which an Insured under this policy is also insured under a contract of nuclear energy liability insurance (whether the Insured is named in such contract or not and whether or not it is legally enforceable by the Insured) issued by the Nuclear Insurance Association of Canada or any other group or pool of insurers or would be an Insured under any such policy but for its termination upon exhaustion of its limit of liability; or

(b) resulting directly or indirectly from the nuclear energy hazard arising from:

(1) the ownership, maintenance, operation or use of a nuclear facility by or on behalf of an Insured;

(2) the furnishings by an Insured of services, materials, parts or equipment in connection with the planning, construction, maintenance, operation or use of any nuclear facility; and

(3) the transportation, consumption, possession, handling, disposal or use of radioactive material (other than radioisotopes prepared for or from a nuclear facility) sold, handled, used or distributed by an Insured.

10. (i) Under Insuring Agreement No. 6: Damage to or destruction of the merchandise, products, containers or completed operations out of which the accident arises.

(ii) Under Insuring Agreement No. 6(a): Damage to or destruction of property where the Insured has assumed liability therefor under the terms of any contract or agreement.

This exclusion shall not apply to liability for a breach of a warranty of condition implied under the sale of goods act.

RIDER No. 1

COVERAGE IV—GLASS

The glass, lettering and ornamentation insured hereby are described and located as stated below.

(Unless especially described and stated herein to be insured hereunder, this Rider does not cover lettering or ornamentation, or clamped, glued, bent, wired, leaded or cathedral glass, or doors, mirrors or showcases, or any glass not set in frames, sashes, or bars or anything other than plain plate flat glass.)

No. of Panes	Height in Inches	Width in Inches	Description of Glass and its Location in the Premises	Setting	Premium
23	46	50	Main Floor Sealed Units		
32	18	44	Main Floor Sealed Units		
32	22	48	Main Floor Sealed Units		
4	30	48	Main Floor Sealed Units		
1	80	20	Main Floor Sealed Units		
2	16	16	G.P.W. (Plate) Main Floor		
			The above units and plates are in excess of 12' from ground level		
4	72	66	Stairwell Sealed Units		

The premium is $ 729.00

The minimum premium is $

The Insurer agrees with the Insured, subject to the provisions, definitions and other terms of this Policy and this rider and its endorsements, to pay for damage to the glass, described in the Schedule of this rider, and to such lettering and ornamentation as is specifically described therein caused by breakage of the glass.

Form P-22-11-66

THIS INSURANCE IS ALSO SUBJECT TO THE CONDITIONS PRINTED ON THE BACK HEREOF.

CONDITIONS APPLYING TO FORMS AND RIDERS ATTACHED HERETO

The Insurer agrees with the Insured, in consideration of the payment of the premium and subject to the limits of liability, exclusions, conditions and other terms of this policy:

INSURING AGREEMENTS

I Indemnity. TO INDEMNIFY the Insured for all damage to the glass, lettering and ornamentation described in the Schedule, caused by the ACCIDENTAL BREAKAGE of such glass.

II Limits of Indemnity. The Insurer's Liability is limited to the true value of such glass, lettering and ornamentation, at the time of breakage, not exceeding the amount of insurance stated in the Schedule.

III Policy Period. This Agreement shall apply only to such damage occurring within the Policy Period or within any extension thereof under Renewal Certificate issued by the Insurer.

EXCLUSIONS

1. The Company shall not be liable for damage (a) resulting directly or indirectly from fire (whether in the premises described in the Schedule or elsewhere) or (b) from War, Invasion, Act of Foreign Enemy, Hostilities or Warlike Operations (whether war be declared or not), Civil War, Mutiny, Insurrection, Rebellion, Revolution, Conspiracy, Usurped Power or Military, Naval or Airforce Operations.

2. Unless permission is expressly given by endorsement and an additional premium provided therefor, the Company shall not be liable for damage (a) from scratching, defacement and disfigurement unless the damage or fracture extends through the entire thickness of the glass or (b) from Riot and Civil Commotion.

CONDITIONS

1. **Payments and Replacements.** The Insurer shall replace, without unnecessary delay, any broken glass and any lettering or ornamentation thereon insured hereunder, or pay for the same in money within the limits provided herein, as the Insurer may elect. In either case the broken glass shall be the property of the Insurer. Whenever necessary, the Insured, at his own expense, shall remove and replace any fixtures or other obstructions to the replacement of the glass.

2. **Notice of Breakage.** Written notice of any damage covered hereby, with full particulars so far as can be determined, shall be given to the Insurer or to a duly authorized agent of the Insurer as soon as practicable, and the Insured shall make all reasonable efforts to preserve the glass and to prevent further damage. The Insurer may require the Insured to file affirmative proof of damage under oath on forms provided by the Insurer, together with full particulars of such damage.

3. **Other Insurance.** If the Insured or any other interested party carries other insurance covering such damage as is covered by this policy, the Insurer shall not be liable for a greater proportion of any such damage than the amount applicable thereto, as hereby insured, bears to the total amount of all valid and collectible insurance covering such damage.

4. **Special Statutes.** No suit shall be brought under this policy until forty days after the damage occurs, nor at all unless commenced within two years from such date. If any limitation of time for notice of loss or for any legal proceeding herein contained is at variance with any specific statutory provision in relation thereto in force in the Province in which the Insured's premises as herein described are located, such specific statutory provision shall supersede any condition in this policy inconsistent therewith.

5. **Subrogation.** The Insurer shall be subrogated in case of damage covered hereby, to the extent of such damage to all of the Insured's rights of recovery therefor against persons, corporations, associations or estates.

6. **Assignment.** No assignment of interest under this policy shall bind the Insurer unless its written consent shall be endorsed hereon. If the death, insolvency or bankruptcy of the Insured shall occur during the Policy Period, the insurance under this policy during the remaining unexpired portion of such period shall continue in favor of the legal representatives of the Insured, provided written notice shall be given the Insurer within thirty days after the date of such death, insolvency or bankruptcy.

7. **Changes.** No provision or condition of this policy shall be waived or altered except by endorsement attached hereto, signed by the President, a Vice-President, a Secretary or an Assistant Secretary of the Insurer; nor shall notice to any Agent, or knowledge possessed by any Agent or by any other person, be held to effect a waiver or change in any part of this policy.

COMMERCIAL PROPERTY FLOATER

Attached to and forming part of Policy No. M.C.P. 24208 of THE CANADIAN INDEMNITY COMPANY.

Dated NOVEMBER 16th, 19 70 at CALGARY, ALBERTA.,
REID SHAW OLLER LIMITED

Per P. Mason
Authorized Representative

PERSONA CARE LIMITED
(HEREINAFTER CALLED THE INSURED)

1. Loss, if any, payable to Provincial Treasurer, Department of Public Works.

2. This Policy insures 100 % of the total insurance under this form and the liability of this Insurer is limited to the same percentage of any loss and in no event to exceed the same percentage of each Limit of Liability named herein.

3. Within the policy period this insurance shall attach when the property becomes at the Insured's risk and continue until such property ceases to be at the Insured's risk.

4. 80% CO-INSURANCE CLAUSE:—It is part of the consideration of this Policy, and the basis upon which the rate of premium is fixed that the Insured shall maintain insurance concurrent in form, rate, range and wording with this Policy on each and every item of the property hereby insured as stipulated in Clause No. 6 of this Policy (excluding property in transit) to the extent of at least 80 percent of the actual cash value thereof, and that, failing so to do, the Insured shall be a co-insurer to the extent of an amount sufficient to make the aggregate insurance equal to 80 percent of the actual cash value of each and every item of the property hereby insured (excluding property in transit).
Each division or sub-division (if any) of the sum insured shall be deemed to be an "item".

5. WAIVER OF CO-INSURANCE CLAUSE:—In case of loss the co-insurance clause shall not be held to apply where the total loss does neither exceed Twenty-Five Hundred Dollars nor 2% of the sum insured on the involved item or items of the property covered hereunder. Each division or sub-division (if any) of the sum insured shall be deemed to be an "item".

DIRECT DAMAGE
80% CO-INSURANCE FORM
ANNUAL OR THREE YEAR TERM POLICY

FORM F-104

(Continued)

5. PROPERTY COVERED HEREUNDER:—

(i) $ NOT COVEREDOn Stock in Trade including all necessary materials and supplies, the property of the Insured, or of others for which the Insured is liable, all usual or incidental to the Insured's business of

MEN'S HOSTEL

(ii) $ 50,000.00 On trade and office furniture, fixtures (other than landlord's fixtures), fittings, utensils, machinery, and all other trade and office contents, excluding stock in trade;

(iii) $NOT COVERED On Tenant's Improvements, meaning building improvements, alterations, and betterments to the building(s) occupied by the Insured, if the Insured is not the owner of the buildings. It is understood and agreed that damage to "Tenant's Improvements" shall be adjusted with the Insured.

(iv) $NOT COVERED On property in the custody of salesmen.

(v) $

TOTAL $50,000.00

EXTENSION OF COVER:—This Policy is extended to cover damage (except by fire) to that part of the building and furniture and fixtures, occupied by the Insured direct from theft or any attempt thereat, provided the Insured is the owner of such premises, or is liable for such damage, but this Company's combined liability shall not exceed the amount of Insurance under this Policy for the premises at which such loss or damage occurs.

PROPERTY EXCLUDED:—

(a) Animals, fish, birds, growing plants, automobiles, motor trucks, motor cycles, aircraft, watercraft, or other conveyances, money, notes, securities, stamps, accounts, bills, evidences of debt, letters of credit, passports, documents, railroad or other tickets, valuable papers, original plans, models, drawings and specifications, books of account (except for blank value);

(b) Buildings or any equipment permanently attached to or a part of any buildings, or their improvements and betterments unless specifically covered hereunder;

(c) Furs, garments trimmed with fur, jewellery, watches, pearls, precious and semi-precious stones, gold, silver, platinum, other precious metals and alloys;

(d) Property while waterborne except while on a ferry or railway-car transfer-barge in connection with land transportation; and while covered under an Ocean Marine policy;

(e) Property on loan, rental or sold by the Insured under conditional sale, installment payment, or other deferred payment plan, unless specifically covered hereunder, from the time such property leaves the Insured's custody (but this exclusion shall not apply to property in the custody of a carrier for hire for the purpose of delivery at the risk of the Insured);

(f) Property while in the custody of salesmen outside the premises of the Insured, unless an amount is shown in Clause 6(iv);

(g) Street clocks, electrical signs, mechanical signs or exterior glass or any lettering or ornamentation thereon, unless such loss is caused directly by fire, lightning, smoke, explosion, windstorm, hail, strike, riot and civil commotion, impact by vehicles or aircraft.

6. LIMITS OF LIABILITY:—This Insurer shall not be liable hereunder for more than its proportion of the following Limits of Liability in any one loss, casualty or disaster including salvage charges or other expenses or all combined:—

(a) $ 50,000.00 at 631 - 7th Avenue S.E. CALGARY, Alberta.,

(b) $NOT COVERED at

(c) $NOT COVERED at

(d) $NOT COVERED at any other unnamed location.

(e) $NOT COVERED in respect to property in transit (except while in the custody of salesmen).

(f) $NOT COVERED at any other location not included in the next succeeding monthly Report of Values as provided in the Value Reporting Clause.

(g) $NOT COVERED in the custody of any one salesman.

7. DEDUCTIBLE CLAUSE:—Each claim for loss or damage shall be adjusted separately and from the amount of each such adjusted claim or the applicable limit of liability whichever is less, the sum of $ 25.00 shall be deducted. Such deductible shall not apply, however, to loss or damage by fire, lightning, windstorm, cyclone, tornado, hail, explosion, riot, strike, smoke, impact by vehicles or aircraft, burglary, hold-up or accident involving the transporting conveyance.

(Continued)

10. **TERRITORIAL LIMITS:**—The property described above is insured (except as hereinbefore excluded) at and in transit between points and places in Canada and in the Continental United States (excluding Alaska).

11. **PERILS INSURED:**—This Policy insures against all risks of direct physical loss or damage to the insured property from any external cause except as herein excluded.

12. **PERILS EXCLUDED:**—This Policy does not insure against:

(a) Loss or damage caused by or resulting from earthquake unless such coverage is specifically endorsed hereon (but this exclusion shall not apply to property which is in due course of transit and shall not apply to damage caused by ensuing fire, theft or explosion, not otherwise excluded by this Policy);

(b) (i) Loss or damage caused by or resulting directly from flood, unless coverage is specifically endorsed hereon (but this exclusion shall not apply to property which is in due course of transit). "Flood" shall mean waves, tide or tidal water, and the rising (including the over-flowing or breakage of boundaries) of lakes, ponds, reservoirs, rivers, harbours, streams, and similar bodies of water, whether wind driven or not;

(ii) Loss or damage caused by or resulting from seepage, leakage or influx of water derived from natural sources through basement walls, doors, windows or other openings therein; foundations; basement floors; side walks or side-walk lights; or the backing up of sewers, sumps, water mains or drains, but this exclusion shall not apply to such loss or damage caused by fire, explosion or malicious mischief;

(c) Loss or damage caused by or resulting from dampness of atmosphere, dryness of atmosphere, extremes or changes of temperature, heating, shrinkage, evaporation, loss of weight, leakage of contents, breakage of glass or similar fragile materials, marring, scratching, crushing, rust or corrosion, exposure to light, contamination, change in flavor or color or texture or finish, unless such loss or damage to the property insured is caused directly by fire or the combating thereof, lightning, windstorm, hail, explosion, strike, riot or civil commotion, aircraft, vehicles other than transporting conveyances, rupture of pipes or breakage of apparatus, sprinkler leakage, vandalism, malicious mischief, theft, attempted theft or accident to transporting conveyance;

(d) Loss or damage caused by electrical disturbances to electrical appliances or devices of any kind (including wiring) due to electrical currents artificially generated, unless fire or explosion ensues and then only for the loss or damage caused by such ensuing fire or explosion;

(e) Mechanical breakdown, latent defect or faulty material or workmanship, inherent vice, gradual deterioration and wear and tear;

(f) Loss or damage to boilers, or other pressure vessels over 24" in diameter, caused by or resulting from explosion, rupture, bursting, cracking, burning out or bulging of such boilers or pressure vessels while connected ready for use;

(g) Loss or damage caused by or resulting from delay, loss of market, loss of use, moths, rodents and vermin;

(h) Any mysterious disappearances;

(i) Any loss or shortage disclosed on taking inventory;

(j) Loss or damage resulting from misappropriation, secretion, conversion, infidelity or any dishonest act on the part of the Insured or other party of interest, its employees or agents or any person or persons to whom the property may be entrusted (bailees for hire excepted);

(k) Loss or damage (unless fire or explosion ensues and then only for the loss or damage caused by such ensuing fire or explosion) sustained while the property insured is actually being worked upon and directly resulting therefrom or caused by any repairing, adjusting or servicing of the property insured;

(l) Loss or damage caused by or resulting from:—

(1) hostile or warlike action in time of peace or war, including action in hindering, combating or defending against an actual, impending or expected attack, (a) by any government or sovereign power (de jure or de facto), or by any authority maintaining or using military, naval or air force; or (b) by military, naval or air forces; or (c) by an agent of any such government, power, authority or forces;

(2) any weapon of war employing atomic fission or radioactive force whether in time of peace or war;

(3) insurrection, rebellion, revolution, civil war, usurped power, or action taken by governmental authority in hindering, combating or defending against such an occurrence, seizure or destruction under quarantine or customs regulations, confiscation by order of any government or public authority, or risk of contraband or illegal transportation or trade.

13. **VALUATION:**—For the purpose of value reporting and loss adjustment the following valuation basis shall apply:—

(a) On unsold stock — This Insurer shall not be liable for more than the actual cash value of the property at the time any loss occurs, but in no event to exceed what it would then cost to repair or replace the same with material of like kind and quality.

(b) On sold stock — This Insurer shall not be liable for more than the net selling price of the Insured after all allowances and discounts.

(c) On property of others in the custody or control of the Insured for the purpose of performing work thereon — This Insurer shall not be liable for more than the amount for which the Insured is liable but in no event to exceed the actual cash value at the time and place of loss. In addition this Insurer shall be liable for labour and materials expended to the time of loss.

(d) All other property insured hereunder shall be valued at the actual cash value at the time any loss or damage occurs and loss or damage shall be ascertained according to such actual cash value with proper deduction for depreciation, however caused, and shall in no event exceed what it would then cost to repair or replace the same with material of like kind and quality.

(Continued)

14. **PROPERTY OF OTHERS:**—Any loss at the option of the Insurer may be paid to the Named Insured or adjusted with and paid to the customer or the owner of the property.

15. **PARCEL POST SHIPMENT:**—It is agreed that the Insured will declare to the Post Office Department and send by Government insured parcel post all parcel post shipments, declaring full value thereof, subject to a maximum declaration of $50.00.

16. **OTHER INSURANCE:**—This Policy shall not attach or shall cease to attach as the case may be as to any property in respect to which there is any other insurance taken by and in the name of the Insured which would attach if this Policy had not been effected.

17. **PART or PARTS:**—In case of loss of or damage to any part of the insured property consisting when complete for use of several parts, the Insurer shall only be liable for the value of the part lost or damaged.

18. **LABELS:**—In case of loss of [illegible] labels, capsules or wrappers, the loss shall be adjusted on the basis of an amount sufficient to pay the cost of new labels, capsules or wrappers, and reconditioning the goods.

19. **RELEASED BILLS OF LADING:**—It is agreed that the Insured may, without prejudice to this insurance, accept such bills of lading, receipts or contracts of carriage as are ordinarily issued by carriers, containing a limitation as to the value of goods and/or merchandise.

20. **CANCELLATION:**—This [illegible] may be cancelled by the Insured by mailing to this Insurer written notice stating when thereafter such cancellation shall be effective. This Policy may be cancelled by this Insurer by mailing to the Insured at the address shown in this Policy or at the last known address written notice stating when not less than fifteen (15) days thereafter such cancellation shall be effective. The mailing of notice as aforesaid shall be sufficient proof of notice and the effective date of cancellation stated in the notice shall become the end of the policy period. Delivery of such written notice either by the Insured or by the Insurer shall be equivalent to mailing.

If the Insured cancels, earned premiums shall be computed in accordance with the customary short rate table and procedure.

If the Insurer cancels, earned premiums shall be computed pro rata. Premium adjustment may be made at the time cancellation is effected and, if not then made it shall be made as soon as practicable after cancellation becomes effective. The Insurer's cheque or the cheque of its representative mailed or delivered as aforesaid shall be a sufficient tender of any refund of premium due the Insured.

EXCEPT AS OTHERWISE PROVIDED IN THIS RIDER, ALL THE TERMS AND CONDITIONS OF THE POLICY SHALL HAVE FULL FORCE AND EFFECT.

BETWEEN: HER MAJESTY THE QUEEN IN THE RIGHT OF THE PROVINCE OF ALBERTA, as represented herein by the Minister of Public Works (hereinafter called the "Minister")

OF THE FIRST PART

- and -

PERSONA CARE LTD. (hereinafter called "Persona Care")

OF THE SECOND PART

INTENT of agreement is to lease the Single Men's Hostel in Calgary which has a municipal address of 631 - 7th Avenue S.E., Calgary, to enable Persona Care Ltd to contract with the Minister of Social Development for the provision of an operational service of the said Single Men's Hostel.

NOW THEREFORE THIS AGREEMENT WITNESSETH that in consideration of the nominal sum of $1.00 and other valuable considerations as contained in an agreement between the Minister of Social Development and Persona Care Ltd. the "Minister" hereby leases to "Persona Care" the Single Men's Hostel, Calgary, legally described as portions of Lot eleven (11) and Lots twelve to seventeen (12 - 17) inclusive, and portions of Lot eighteen (18) in Block fifty-six (56), Plan "A", Calgary as of register in the Southern Alberta Land Registration District under Certificate of Title 146-Y-20 having a municipal address of 631 - 7th Avenue S.E., Calgary.

THEREFORE, in consideration of the premises and of the mutual covenants and agreements herein contained, the parties hereto agree as follows:

1.) The "Minister" agrees to lease unto "Persona Care" the Single Men's Hostel Building, Calgary, for the duration of the operating agreement or any extension thereof, as entered into between the Minister of Social Development and Persona Care Ltd.

2.) The "Minister" agrees to be responsible for all exterior maintenance of the said Single Men's Hostel, Calgary, and that such maintenance shall include the roof, utility services from the property line to the building, but shall not include replacement of window glass or cleaning thereof.

3.) The "Minister" agrees to be responsible for the upkeep, maintenance and replacement of all built-in equipment such as heating, air-conditioning, refrigeration and laundry equipment as installed by the "Minister" or his agents. This shall include all plumbing and electrical wiring and public address system, but shall not include bulb replacement or minor plumbing as set out in Clause 10.).

4.) The "Minister" agrees to be responsible for the upkeep, maintenance and replacement of all kitchen equipment as per inventory attached to this agreement and to be known as Appendix "A" to the agreement; such maintenance to be restricted to that which can be attributed to fair wear and tear.

5.) The "Minister" agrees to be responsible for the painting of the interior of the building.

6.) The "Minister" agrees to be responsible for all property taxes in accordance with existing Legislation appertaining to property taxes.

7.) The "Minister" agrees to provide and pay for fire insurance for the said Single Men's Hostel.

8.) The "Minister" agrees to post within the building instructions as to how to report damage or failures to the structure or equipment, willful or otherwise, and "Persona Care" agrees to abide by such instructions.

9.) "Persona Care" agrees to be responsible for providing and paying for all janitorial services of any description whatsoever relating to the operation of the Single Men's Hostel, Calgary, and to provide all cleaning material and replacement of the cleaning equipment as per inventory listed under Cleaning Equipment on Schedule III of the operating agreement between the Minister of Social Development and Persona Care Ltd.

10.) "Persona Care" agrees to be responsible for providing and paying for the following operational maintenance:

a.) Window cleaning and glass replacement.

b.) Minor plumbing such as leaky faucets, broken or damaged fixtures, stopped drains, etc.

c.) Ground maintenance and caretaking including cutting of lawns and snow removals.

11.) "Persona Care" agrees that, upon execution of this agreement, they shall cause a contents insurance policy to become effective to cover the loss by fire, willful damage or theft of the contents of the building as inventoried in Appendix "A" to this agreement and Schedule III of the operating agreement between the Minister of Social Development and Persona Care Ltd, and that any settlement arising out of this insurance policy shall be payable to the Provincial Treasurer. Further, "Persona Care" undertakes to file with the Property Administrator, Department of Public Works, Terrace Building, Edmonton, a copy of the said insurance policy.

12.) "Persona Care" agrees notwithstanding anything contained in this agreement that any damage to the building, fixtures, etc. which can be directly attributed to negligence or willful damage on the part of "Persona Care" or their agents, that it shall be the responsibility of "Persona Care" to make good the damage incurred by such negligence or willful damage to the satisfaction of the "Minister".

13.) "Persona Care" agrees to pay for all utilities required in the operation of the Single Men's Hostel.

14.) "Persona Care" agrees that the "Minister" or his agents may at any reasonable time enter upon or in the property for the purpose of conducting inspection or carrying out maintenance of the property in accordance with the terms of this agreement.

15.) Both parties mutually agree that this lease shall be for the duration of the operating agreement between the Province of Alberta as represented by the Minister of Social Development and Persona Care Ltd. for the operation of the Single Men's Hostel and this lease shall be valid only for the period of the said operating agreement or any valid extension thereof. The said operating agreement shall be attached and will become part and parcel to this document.

16.) "Persona Care" agrees that in the event of any willful damage to the building or any failure of the structure or equipment, to report same immediately to the "Minister" or his agents in accordance with Clause 8 and that such reports shall be used to assess responsibility for the damage.

17.) "Persona Care" agrees that upon the termination of this lease to quietly and expeditiously hand over the property with all facilities in an operational condition including all building contents as inventoried in Appendix "A" to this agreement.

IN WITNESS WHEREOF both parties have hereunto affixed their respective Corporate Seal, duly attested by the hands of their proper officers authorized in that behalf, all as of the Thirtieth day of October A.D. 1970.

WITNESS

FOR PERSONA CARE LTD.

MINISTER OF PUBLIC WORKS

PRESIDENT

VICE-PRESIDENT

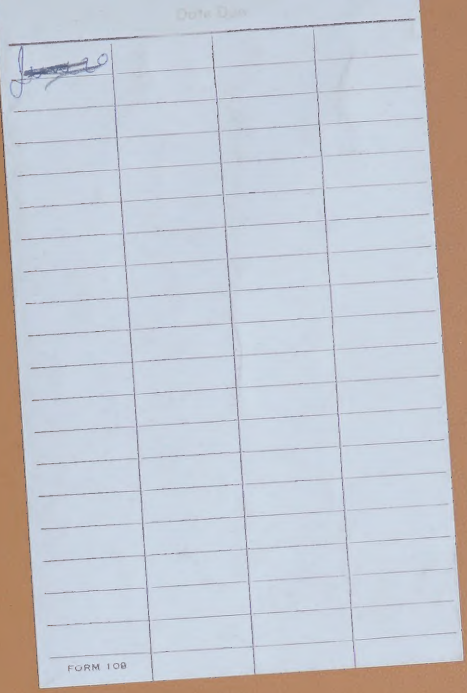
APPENDIX "A" PUBLIC WORKS INVENTORY

SINGLE MEN'S HOSTEL

631 - 7th Avenue S. E.

Calgary, Alberta

Item Number	Description	Quantity
1	Cooker, steam, 3 door, 24½ x 25 x 14 "Mark Fores" Serial #A68G28068	1
2	Crusher, can and bottle	1
3	Dishwasher, automatic, conveyor type "Champion" Serial #39935	1
4	Extinguishers, fire, water "Pyrene" model #[illegible]	8
5	Extinguishers, fire, 10 #CO2 "Pyrene" model #ABC-10C	9
6	Kettle, steam, 60 Gallon, SS "Hubbert"	1
7	Kettle, steam, 40 Gallon, SS "Hubbert"	1
8	Kettle, steam, 20 Gallon, SS "Hubbert"	1
9	Mixer, food, floor model, "Hubbert" Serial #1663671	1
10	Oven, gas, "Wolf" SS	1
11	Peeler, vegetable, 50 lb. capacity Model #SKY3KG2801	1
12	Range, gas, 6 burner with oven	1
13	Ranges, gas, grill top with oven	2
14	Spray, GW hose, "Micro Spray" Model C-3	1
15	Table, steam GW inserts, etc. "Quest" Serial #19393	1
16	Urn, coffee, dual tank, steam "American Metal Ware" Serial #21378	1
17	Washing Unit, pot and pan, "Kewanee" Model K99	1



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